

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, MARCH 1, 2017
MONARCH PASS CONFERENCE ROOM
1290 Broadway
→ 6:00 PM ←

1. Call to Order
2. Summary of January 4, 2017 Performance and Engagement Committee meeting
(Attachment A)

ACTION ITEMS

3. *Election of Vice Chair
(Attachment B)
4. *Discussion of a recommendation to the Board of Directors approving Douglas W. Rex to serve as acting executive director and to fulfill the duties of that position until such time as the vacancy is filled
(Attachment C) Douglas W. Rex, Director, Transportation Planning & Operations
5. *Discussion of process for recruitment of executive director
(Attachment D) Roxie Ronsen, Administrative Officer, Accounting & Finance

INFORMATIONAL ITEM

6. Discussion of Board workshop
(Attachment E) Douglas W. Rex, Director, Transportation Planning & Operations

ADMINISTRATIVE ITEMS

7. Report of the Chair
8. Report of the Executive Director

*motion 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.)

9. Other Matters by Members
10. **Next Meeting – April 5, 2017**
11. Adjournment

ATTACH A

SUMMARY
PERFORMANCE AND ENGAGEMENT COMMITTEE
Wednesday, January 4, 2017

Present:

Herb Atchison, Chair	Westminster
Bob Roth	Aurora
Greg Stokes (Alternate)	Broomfield
Rick Teter	Commerce City
Robin Kniech	Denver
Steve Conklin	Edgewater
Ron Rakowsky	Greenwood Village
Shakti	Lakewood
Phil Cernanec	Littleton
Heidi Williams	Thornton

Others Present: Doug Rex, Director, Transportation Planning & Operations; Connie Garcia, Executive Assistant/Board Coordinator, Sam Light, Light Kelly PC, and DRCOG staff.

Chair Herb Atchison called the meeting to order at 6:00 p.m. with a quorum present.

Summary of December 7, 2016 Performance and Engagement Committee meeting
The summary was accepted as presented.

Discussion of formalizing rules of conduct

Members discussed the draft provided in the agenda packet for formalizing rules of conduct for Board Directors. DRCOG Counsel Sam Light reviewed the revised draft document with members and asked for additional comments on the draft. Comments included:

- Page 3 – third paragraph under “Compliance” change “chair” to “vice chair.”
- Page 4 – first paragraph, members selected option one language, related to ad hoc selection to a review panel.
- Page 5 – remove the sample acknowledgement.

The policy will be put on the February Board Work Session agenda.

Report of the Chair

No report was provided.

Report of the Executive Director

Doug Rex reminded members there will not be a February Performance and Engagement Committee meeting; the Board Open House will occur immediately following the Board work session on February 1. Mr. Rex noted the Board workshop will be held August 25 and 26.

Performance and Engagement Committee Summary
January 4, 2017
Page 2

Other Matters by Members

No other matters were discussed.

Next Meeting

The next meeting is scheduled for March 1, 2017

The meeting adjourned at 6:17 p.m.

ATTACH B

**DENVER REGIONAL COUNCIL OF GOVERNMENTS
PERFORMANCE AND ENGAGEMENT COMMITTEE
March 2017**

Eva Henry
Commissioner
Adams County

Steve Conklin
Council Member
City of Edgewater

Bob Fifer
Mayor Pro Tem
City of Arvada

Ron Rakowsky
Mayor
Greenwood Village

Bob Roth
Council Member
City of Aurora

Shakti
Council Member
City of Lakewood

David Beacom
Council Member
City & County of Broomfield

Phil Cernanec
Council Member
City of Littleton

George Teal
Council Member
Town of Castle Rock

Colleen Whitlow
Trustee
Town of Mead

Rick Teter
Council Member
City of Commerce City

Heidi Williams
Mayor
City of Thornton

Robin Kniech
Council Member
City & County of Denver

Herb Atchison
Mayor
City of Westminster

ATTACH C

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Director, Transportation Planning & Operations
303-480-6747 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
March 1, 2017	Action	4

SUBJECT

This item is related to confirming authority, per the Executive Policies, for Douglas W. Rex to serve as acting executive director and fulfill those duties of that position until such time the vacancy is filled.

PROPOSED ACTION/RECOMMENDATIONS

Recommend to the Board of Directors, approval that Douglas W. Rex continue to serve as acting executive director and to fulfill the duties of that position until such time as the vacancy is filled.

ACTION BY OTHERS

N/A

SUMMARY

Jennifer Schaufele tendered her resignation as DRCOG executive director effective February 17, 2017.

The Executive Policies approved by the Board state, under Section 5 – Fiscal Management and Controls, sub-section 5.8 that “[i]n the absence of the Executive Director, the Director of Transportation Planning and Operations signs on behalf of the Executive Director....” Additionally, under Section 7 – Immediate Succession, sub-section 7.1 states “[t]o protect the Board from sudden loss of Executive Director services, the Executive Director shall have at least one other member of the management team familiar with Board and DRCOG issues and processes.” Jennifer Schaufele had designated Doug Rex for that role and he has been serving in that role during Ms. Schaufele’s leave and since her resignation. While the Executive Policies are self-executing, it is appropriate for operational continuity that this succession be confirmed while the process for filling the vacancy is ongoing.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to recommend to the Board of Directors approval for Douglas W. Rex to serve as acting executive director and to fulfill the duties of that position until such time as the vacancy is filled.

ATTACHMENT

Executive Policies

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Director, Transportation Planning & Operations at 303-480-6747 or drex@drcog.org.

Executive Policies

The following Executive Policies are contained in this document:

1. GENERAL EXECUTIVE DIRECTOR CONSTRAINT
2. TREATMENT OF CITIZENS, TAXPAYERS, STAFF AND VOLUNTEERS
3. COMPENSATION, BENEFITS, EMPLOYMENT
4. FINANCIAL PLANNING AND BUDGET
5. FISCAL MANAGEMENT AND CONTROLS
6. PROTECTION OF ASSETS
7. IMMEDIATE SUCCESSION
8. COMMUNICATIONS WITH AND SUPPORT OF THE BOARD

Executive Policies

Executive policies provide the necessary guidance for the Executive Director to effectively lead the organization toward progressing the goals and priorities of DRCOG. Executive Policies state conditions that must exist in order to achieve organizational strategic initiatives. Executive Policies prevent the goals from being achieved through means that create liabilities for the organization. For purposes of this document, the term “Board” refers to the entire DRCOG Board of Directors and their alternates acting as such.

1. GENERAL EXECUTIVE DIRECTOR CONSTRAINT

- 1.1 Within the scope of authority delegated to him/her by the Board, the Executive Director shall ensure that any practice, activity, decision or organizational circumstance is lawful and prudent and adheres to commonly accepted business and professional ethics. The Executive Director shall ensure that conditions are safe, fair, honest, respectful and dignified.

2. TREATMENT OF CITIZENS, TAXPAYERS, STAFF, INTERNS, AND VOLUNTEERS

The success of DRCOG depends upon the partnership between the Board, agencies, jurisdictions, citizens, taxpayers, elected officials and DRCOG employees.

The Executive Director shall ensure:

- 2.1 Community opinion/input on relevant issues is obtained when decisions materially affect a community.
- 2.2 Communities are informed on a timely basis about relevant decision-making processes and decisions.
- 2.3 Interactions with the community are organized and clear.
- 2.4 Relevant problems raised by the community are addressed in a timely manner.
- 2.5 Staff is competent, respectful and effective in interactions with the Board, public, etc.
- 2.6 Confidential information is protected from unauthorized disclosure.

Accordingly, pertaining to paid staff, interns and volunteers within the scope of his/her authority, the Executive Director shall ensure:

- 2.7 Written personnel policies and/or procedures, approved by legal counsel, which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions are in effect.
- 2.8 Staff, interns and volunteers are acquainted with their rights upon entering and during their work/time with DRCOG.
- 2.9 Avenues are available for non-disruptive internal expressions of dissent, and protected activities are not subject to retaliation.
- 2.10 Established grievance procedures are readily available and accessible to staff. The Board is appropriately apprised of violations of Board policies and of matters affecting the Board.

3. COMPENSATION, BENEFITS, EMPLOYMENT

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Executive Director shall ensure:

3.1 The fiscal integrity of DRCOG is maintained.

Accordingly, the Executive Director shall ensure:

3.2 His/her own compensation is approved by the Performance and Engagement Committee according to adopted procedures.

3.3 Compensation and benefits are consistent with wage data compiled in DRCOG's regular independent salary survey and approved in the annual budget.

3.4 Adherence to appropriate employment law practices.

3.5 Deferred or long-term compensation and benefits are not established.

4. FINANCIAL PLANNING AND BUDGET

With respect to strategic planning for projects, services and activities with a fiscal impact, the Executive Director shall ensure:

4.1 The programmatic and fiscal integrity of DRCOG is maintained.

Accordingly, the Executive Director shall ensure:

4.2 Budgets and financial planning are aligned to Board-adopted strategic initiatives.

4.3 Financial solvency is maintained by projecting in two- to five-year increments, in addition to annual budgeting.

4.4 Financial practices are consistent with any applicable constitutional and statutory requirements.

4.5 Adherence to Board-adopted strategic initiatives in its allocation among competing budgetary needs.

4.6 Adequate information is available to enable: Credible projections of revenues and expenses; separation of capital and operational items; cash flow projections; audit trails; identification of reserves, designations and undesignated fund balances; and disclosure of planning assumptions.

4.7 During any fiscal year, plans for expenditures match plans for revenues.

4.8 Maintain at a minimum 3 months of operating expenses, excluding amounts for in-kind and pass-through expense or as recommended by the independent auditor.

4.9 A budget Contingency Plan is capable of responding to significant shortfalls with the DRCOG budget.

4.10 No risks are present based on situations described in the Fiscal Management Control Policy.

4.11 Board activities during the year have been adequately funded.

4.12 Reserves and designations are available according to applicable constitutional and statutory requirements and "Generally Accepted Accounting Principles" consistently applied.

5. FISCAL MANAGEMENT AND CONTROLS

With respect to the actual, ongoing financial condition of DRCOG, the Executive Director shall ensure:

- 5.1** Board-adopted strategic initiatives are adhered to and financial controls prevent fiscal jeopardy.
- 5.2** Funds for expenditures are available during each fiscal year.
- 5.3** DRCOG obligations are paid in a timely manner and within the ordinary course of business.
- 5.4** Prudent protection is given against conflicts of interest in purchasing and other financial practices, consistent with the law and established in DRCOG Fiscal Management Control Policy.
- 5.5** Funds are used for their intended purpose.
- 5.6** Competitive purchasing policies and procedures are in effect to ensure openness and accessibility to contract opportunities.
- 5.7** Purchases, contracts and obligations which may be authorized by the Executive Director do not exceed the financial authority approved by the Finance and Budget Committee. Purchases, contracts and obligations exceeding the Executive Director's authority are approved by the Finance and Budget Committee.
- 5.8** In the absence of the Executive Director, the Director of Transportation Planning and Operations signs on behalf of the Executive Director. If the Executive Director and Director of Transportation Planning and Operations are unavailable for a signature, the Administrative Officer provides authorizing signatures.
- 5.9** Adequate internal controls over receipts and disbursements prevent the material dissipation of assets.
- 5.10** DRCOG's audit is independent and external monitoring or advice is readily accepted and available.
- 5.11** Revenue sources are consistent with the Board-adopted strategic initiatives and operations are financed without incurring debt that exceeds the Executive Director's authority unless approved by the Finance and Budget Committee.
- 5.12** Reserved, designated and undesignated fund balances are at adequate levels to mitigate the risk of current and future revenue shortfalls or unanticipated expenditures.
- 5.13** Creditworthiness and financial position are maintained from unforeseen emergencies.

6. PROTECTION OF ASSETS

Within the scope of his/her authority in the Executive Director and given available resources, the Executive Director shall ensure:

- 6.1** Assets are protected and adequately maintained against unnecessary risk.
- 6.2** An insurance program exists to protect DRCOG in the event of a property and/or liability loss, including coverage insuring the Board, officers, employees, authorized volunteers and DRCOG against liabilities relating to the performance of their duties and DRCOG's activities in an amount equal to or greater than the average for comparable organizations and, for tort liabilities, in an amount equal to

or greater than statutory limits on amounts DRCOG may be legally obligated to pay.

- 6.3 A policy exists to insure against employee dishonesty and theft.
- 6.4 Facilities and/or equipment are used properly and maintained (except normal deterioration and financial conditions beyond the Executive Director's control.)
- 6.5 Practices and policies are in place for DRCOG, Board and staff to minimize or prevent liability claims.
- 6.6 A policy exists to ensure protection from loss or significant damage of intellectual property (including intellectual property developed using DRCOG resources), information, files.
- 6.7 Internal control standards for the receipt, processing and disbursements of funds are at adequate levels to satisfy generally accepted accounting/auditing standards and costs for internal controls shall be consistent with the benefits expected.
- 6.8 DRCOG's public image, credibility, and its ability to accomplish Board-adopted strategic initiatives goals are upheld.
- 6.9 Adequate planning is done for short and long-term capital or facility needs.
- 6.10 Board auditors or other external monitors or advisors are independent from internal influence.

7. IMMEDIATE SUCCESSION

- 7.1 To protect the Board from sudden loss of Executive Director services, the Executive Director shall have at least one other member of the management team familiar with Board and DRCOG issues and processes.

8. COMMUNICATIONS WITH AND SUPPORT OF THE BOARD

The Executive Director shall ensure:

- 8.1 The Board is informed and supported in its work.
- 8.2 The Board is provided complete, clear information for the accomplishment of its job.
- 8.3 The Board is informed in a timely manner about relevant events and issues regardless of reporting/monitoring schedule.
- 8.4 Required reports to the Board are submitted in a timely, accurate, and understandable fashion.
- 8.5 The Board is aware of actual or anticipated non-compliance with Board-adopted strategic initiatives or Executive Policies.
- 8.6 The Board is provided decision information it requests, information on relevant trends, or other points of view, issues and options for well-informed Board decisions.
- 8.7 The Board is aware of incidental information it requires, including anticipated adverse media coverage or material external and internal/organizational changes. Notification of planned, non-personnel-related internal changes is provided in advance when feasible.
- 8.8 In consultation with legal counsel, Board is appropriately apprised of pending or threatened litigation.

- 8.9** The Board is informed when the Board is not in compliance with its own policies, particularly in the case of the Board behavior that is detrimental to the work relationship between the Board and the Executive Director.
- 8.10** Information provided to the Board is not overly complex or lengthy.

Revision History

December 16, 2015 - General housekeeping edits to align language with the Balanced Scorecard, reference interns as appropriate; use consistent language throughout the document; clarify location of other adopted policies/procedures.

February 15, 2017 – Deleted reference to Administrative Committee and changed to Performance and Engagement Committee and Finance and Budget Committee, as appropriate.

ATTACH D

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Director, Transportation Planning & Operations
303-480-6747 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
March 1, 2017	Action	5

SUBJECT

This item is related to developing a process for recruitment of the DRCOG executive director and initiating that process.

PROPOSED ACTION/RECOMMENDATIONS

Develop and initiate the recruitment process to fill the DRCOG executive director vacancy.

ACTION BY OTHERS

N/A

SUMMARY

Jennifer Schaufele tendered her resignation as DRCOG executive director effective February 17, 2017.

As stated in the *DRCOG Articles of Association*, powers and duties that are vested in the Performance & Engagement Committee include developing the process for recruitment of the executive director, recommending appointment of the executive director to the board, and executing an employment contract with the executive director, within the parameters of the Council budget.

Attachment 1 reflects an overview of the executive director recruitment process that was used by the former Administrative Committee in January 2004.

Attachment 2 reflects documents that were developed in 2004 for that recruitment process.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

Move to approve a process for recruitment of the executive director and initiate that process.

ATTACHMENT

1. Overview of executive director recruitment process from 2004.
2. Documents developed in 2004 for the recruitment process:
 - Request for Qualifications
 - Recruitment timetable
 - Executive director profile
 - Current executive director job description

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Director, Transportation Planning & Operations at 303-480-6747 or drex@drcog.org; or Roxie Ronsen, Administrative Officer at 303-480-6709 or rronsens@drcog.org.

2004 Recruitment Process Overview

1. Request for Qualifications (RFQ) for recruitment of an executive director released with two weeks to respond. RFQ emailed to prospective search firms and posted on the DRCOG website.
Note: DRCOG's purchasing policy requires all purchases/services of \$25K or more must be open for competitive bidding (i.e. RFP, RFQ or RFB) and posted on DRCOG's website unless a sole source justification can be made.
2. RFQ's reviewed (on criteria below) by four members of the Administrative Committee:
 - Year the firm was founded
 - Recent experience with non-profits
 - Qualifications of staff
 - Cost
 - Proposed schedule
 - The proposed process for development of applicants
 - Additional commentsFactors identified as a means of selecting the most qualified firms included (finalists) were:
 - Governmental/non-profit experience
 - Presence of a local office and/or an understanding of DRCOG
 - This region and regional issues
 - Strength of firm in the area of executive search capability
3. Top firms brought in for interviews
4. Firm selected. Depending on the dollar amount (**Note: Any contract over \$75K will require Finance and Budget Committee approval**), the acting executive director can execute a contract with the recommended firm.
5. A recruitment profile was developed which provided information on DRCOG and outlined factors of qualification and experience identified as desirable for candidates for the executive director to possess. The profile was prepared following conversations with the board chair and members of the Administrative Committee, the officers of the board of directors as well as from written materials relevant to DRCOG and the executive director position. This profile was used as a guide in the recruitment process, providing specific criteria by which applications were screened and individuals selected for final interview and appointment consideration.
6. An executive director recruitment timetable was established
7. Applicants were vetted by selected search firm
8. Interviews conducted by Administrative Committee/Board (and senior staff, if appropriate). Interviews were open to all board members (but they had to participate in ALL interviews)
9. Background and reference checks completed; second interviews completed (if needed).
10. Candidate selected, contract prepared and approved. (**Note: Performance & Engagement Committee would have to recommend appointment of the Executive Director to the Board – per DRCOG's Articles of Association**). Once approved, an offer was made and accepted.
11. This process started in January and the former executive director started mid-July 2004.

A REQUEST FOR QUALIFICATIONS

**FOR RECRUITMENT OF AN EXECUTIVE DIRECTOR
FOR THE
DENVER REGIONAL COUNCIL OF GOVERNMENTS**

JANUARY 9, 2004

**DENVER REGIONAL COUNCIL OF GOVERNMENTS
4500 Cherry Creek Drive South, Suite 800
Denver, Colorado 80246**

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I. INSTRUCTIONS FOR SUBMITTAL OF QUALIFICATIONS

A. Summary

The Denver Regional Council of Governments (DRCOG) is soliciting qualifications for firms to recruit an Executive Director for the Denver Regional Council of Governments.

B. RFQ Schedule

Consideration of the proposals will be governed by the following schedule:

January 9, 2004 - Requests for Qualifications will be forwarded to firms who have indicated an interest in participating in this project and/or who have displayed evidence of expertise in national recruitment of executive personnel.

January 23, 2004 - Responses to this request are due at the DRCOG by 4 p.m. at 4500 Cherry Creek Drive South, Suite 800, Denver, Colorado 80246, Attention: Betty McCarty, Administrative Officer. One original and 6 additional copies of the proposal shall be submitted.

C. Period of Performance

It is the desire of the DRCOG Administrative Committee to have the candidate selected by April 9, 2004.

D. DRCOG Direction

The Administrative Committee is responsible for the hiring of the new Executive Director and will provide direction to the selected firm. Shirley Heck, Board Coordinator/Executive Assistant, will provide assistance, as needed, to the selected firm and the Administrative Committee.

E. Required Elements in Response

Firms responding to this RFQ shall provide the following information in their proposals in the order listed herein.

1. Cover Letter

2. Qualifications and Experience of the Firm - Respondents shall describe **recent** experience relevant to this recruitment. Particular emphasis should be placed on recruitments on which key staff to be assigned to this recruitment have worked.

3. Detailed Approach - The firm shall provide a plan overview/general approach/critical issues discussion, followed by a work program that proposes specific work tasks/subtasks that respond to the Scope of Services contained in Section II of this RFQ.
4. Qualifications and Experience of Key Staff – Resumes including experience summaries of key staff who will participate in this recruitment shall be provided, with emphasis on previous experience on similar recruitments of regional council executive directors.
5. Cost Information – Firms are requested to provide a detailed explanation of fees and expenses including a breakdown of staff hourly rates and administrative or overhead charges. Also include an estimate of total cost based on the scope of work attached.
6. References - The respondent shall submit names, addresses, and phone numbers of client references familiar with the firm's ability, experience, and reliability in the performance of recruitments of a similar nature.
7. Schedule - The consultant shall provide in bar-chart (or equivalent) fashion a best estimate as to project schedule by major task of the proposed work, from contract execution date to project completion.
8. Response to Other RFQ Elements/Reservations, Conditions, or Constraints Related to This Request.

F. Selection Process

The DRCOG will review the responses to the RFQ that are received prior to or on the designated closing date. After the review of qualifications, oral interviews of the most qualified firms may be conducted. A firm will be selected by the DRCOG Administrative Committee. Upon Administrative Committee selection, the firm will be notified and contract negotiations for services will commence immediately.

G. Evaluation Criteria

1. Respondents will be evaluated with respect to the experience of the firm(s) and personnel assigned to this recruitment both in conducting similar CAO recruitments, particularly recruitment of regional council executive directors.
2. Respondents will be evaluated on ability to meet the DRCOG timeframe.
3. Respondents will be evaluated on ability to develop a diverse, high quality pool of applicants.

4. All else being equal, cost information will be considered in the selection; however, it will not necessarily be the determining factor.

H. General Instructions

1. Inquiries - Inquiries regarding this RFQ should be directed to Betty McCarty, Administrative Officer, DRCOG, 4500 Cherry Creek Drive South, Suite 800, Denver CO 80246 (303-455-1000).
2. Signature Requirements - Proposals must be signed by a duly authorized official of the respondent, representing that the information submitted is accurate.
3. Rejection Rights - All respondents are notified that the execution of a contract pursuant to this Request for Qualifications is dependent upon approval by the DRCOG Administrative Committee. The Denver Regional Council of Governments reserves the right to reject all responses and re-solicit if deemed to be in DRCOG's best interests. Selection of a firm is also dependent on the negotiation of an acceptable contract with the successful respondent.
4. Costs of Response Preparation and Other Charges - No reimbursement will be made by the DRCOG for any costs incurred prior to a formal notice to proceed on an executed contract.
5. Request for Qualifications - All responses to this request become the property of the DRCOG upon receipt and will not be returned to the respondent. Selection or rejection will not affect this right.

**THE DENVER REGIONAL COUNCIL OF GOVERNMENTS
IS AN EQUAL OPPORTUNITY EMPLOYER.**

II. SCOPE OF SERVICES

Introduction

DRCOG was formed in 1955 as the Inter-County Regional Planning Commission and was reorganized in 1968 as the Denver Regional Council of Governments (DRCOG). DRCOG is organized as a nonprofit corporation and operates under its adopted Articles of Association. DRCOG's membership includes the nine counties comprising the Denver metropolitan area and 41 municipalities. DRCOG's Board of Directors consists of one elected representative (two from the City and County of Denver) from each jurisdiction. DRCOG's revenue is comprised primarily of federal and state grants, and membership dues (approximately 77 percent of operating budget) and other income derived from services to its members and the public. The Council has 98 employees and an annual operating budget of approximately \$11 million not including pass-through funds totaling almost \$7 million.

DRCOG is the designated regional planning agency and prepares and adopts a regional plan to guide growth and development in the region. DRCOG collects and analyzes demographic and economic data and prepares growth and development forecasts for state and local government planning officials. DRCOG is designated under federal law as the Metropolitan Planning Organization (MPO) for transportation planning in the region and works with the Colorado Department of Transportation, Regional Transportation District and local jurisdictions to prepare transportation plans and programs. DRCOG is the state designated Area Agency on Aging and administers grants and programs funded under the Older Americans Act. DRCOG is the designated Water Quality Planning Agency responsible under section 208 of the Clean Water Act to prepare updates to the region's Clean Water Plan. DRCOG operates a variety of ride sharing programs to reduce vehicle miles traveled in the region including car pool matching services, van pools, and school ride sharing programs. DRCOG provides many other services to its members and the public including police and firefighter recruitment and testing, elevator safety inspection, and training.

The Executive Director functions as the Chief Administrative Officer. The Executive Director administers and executes all other functions and duties authorized by the Administrative Committee or Board, including appointment, removal, compensation and establishment of the number and duties of the Council staff.

The current Executive Director of DRCOG has submitted his resignation after nearly five years in that position. The Administrative Committee of DRCOG will interview applicants and select and negotiate a contract with the prospective candidate then recommend the appointment to the Board of Directors.

Scope of Services

DRCOG will provide the following draft documents: job description, ad, and recruitment profile. The services to be performed and the actual recruitment and selection process will be determined by the Administrative Committee and may include, but not be limited to the following activities:

- A. Assisting the Administrative Committee in describing the candidate qualification criteria, including education and experience, management style, and personal qualities.
- B. Preparing and placing position announcements with the Association of Metropolitan Planning Organizations, National Association of Regional Councils, and the Denver Newspaper Agency.
- C. Receiving all applications.
- D. Screening all applications against predetermined criteria.
- E. Preparing and sending all rejection notifications.
- F. Conducting initial screening interviews with potential candidates and recommending a group of finalists.
- G. Present a detailed report on each finalist candidate including reference checks, related work experience, personal history and strengths and weaknesses assessment, including reference checks.
- H. Coordinating finalist candidate interviews with the Administrative Committee and interested Board Members. Interview panel must commit to participating in all interviews.
- I. Assisting in employment offer negotiations, if requested.
- J. Notifying finalists of selection process results.
- K. Documenting selection activities for the Administrative Committee.
- L. Following up in the event of selection challenge.

DRCOG

EXECUTIVE DIRECTOR RECRUITMENT

Timetable (Revised 3/9/04)

- 2/13/04 Ads placed. Candidate identification and generation begins.
- (2/18/04) Regular meeting of Administrative Committee. Provide update if needed.
- 2/14-3/19 Administrative Committee/Board and senior staff (if appropriate) interviews.
- 4/7/04 (1:30) Special Administrative Committee meeting (2 hrs).** Administrative Committee reviews consultant's selected candidates for interview consideration and selects candidates to be invited for interview.
- 4/9/04 If interviews are conducted on 4/23 & 4/24, must have names of interviewees available to be made public, if asked
- 4/23 (3 pm)** Administrative Committee interviews with selected candidates.
Open to all Board members. Must be able to participate in ALL interviews
- 4/24 (8 am)** Complete interviews.
- 4/30/04 Background and reference checks completed; candidate second interviews completed, if needed.
- 5/12 Notice 5/19 (regular Board meeting) –appointment of new Executive Director
- 5/19/04** Board of Directors action on appointment of new Executive Director.
- 5/20/04 Offer made and accepted.
- 6/21/04 New candidate begins work (to be negotiated)

EXECUTIVE DIRECTOR

CLIENT ORGANIZATION

The Denver Regional Council of Governments (DRCOG) was formed in 1955 as a voluntary association of city and county governments. Since that time, its role has grown to include responsibility for 1) approval of transportation funding, 2) regional growth planning, 3) air and water quality assessment, and 4) services to the aging. Throughout its history, DRCOG has actively worked to promote a regional perspective toward some of the most pressing issues facing the metropolitan area and to address those issues through coordinated local government action. The council takes pride in its long-term focus on issues that directly affect quality of life. These include mobility, service to older adults, environmental concerns, planning for the future, public safety and the provision of information for sound decision making.

Each member local government has an elected official as its representative on DRCOG's Board of Directors. The City and County of Denver, because it is both a city and a county, has two representatives. There are 51 member government representatives serving on the Board of Directors. In addition, the governor appoints three non-voting representatives to the Board. Voting membership is restricted to local elected officials—county commissioners, mayors, and council members or trustees. The Board meets monthly on the third Wednesday of each month to set regional policy, review and act on regional plans and direct the overall program of the Council. The Board is led by its officers – a chairman, vice chairman, secretary and treasurer, who are elected to one-year terms each February. The Board has several standing subcommittees, including the Administrative Committee, Regional Transportation Committee, Transportation Advisory Committee, the Water and Environmental Planning Committee, and the Advisory Committee on Aging.

DRCOG employs 90 staff members and has an operating budget of \$11.4 million. It also receives approximately \$6 million in funds that are passed through to local governments.

One of DRCOG's primary activities has been and will continue to be the development and implementation of Metro Vision 2020 (currently being updated to 2030). Metro Vision combines previously separate plans for growth, development, transportation, and water quality management into a single integrated plan that serves as a comprehensive guide for the future development of the region. Metro Vision aims to answer questions about the implication of growth and proposes strategies and implementation steps around six core elements that would preserve the region's quality of life while also positioning it to benefit from economic growth. In August 2000, the DRCOG local governments embraced the Mile High Compact, a landmark

voluntary agreement, and the first of its kind in the country. The agreement is legally binding and states that the signatories will work with each other toward fulfilling the Metro Vision growth plan.

More information about DRCOG is available on its website, www.drcog.org.

RESPONSIBILITIES

The Executive Director serves at the pleasure of the Board of Directors and acts as the Chief Administrative Officer and authorized recording officer of the Council. The director administers and executes all other functions and duties determined by the Board, including but not limited to:

- Appointment, removal, compensation and establishment of the number and duties of the Council staff;
- Serves, or designates personnel to serve, as recording secretary of the Council and is responsible for preparing and maintaining all records and information required by law to be kept by nonprofit corporations and for authenticating the records of the Council;
- Designates personnel to provide staff services to committees; and
- Serves as a registered agent for the Council and registers as such with the Colorado Secretary of State.

The Executive Director is responsible for planning, organizing, and managing the activities of the Council so that goals and objectives are achieved consistent with the purpose, by-laws, and direction and desires provided by the Board of Directors. Direct reports to the Executive Director include the respective directors of DRCOG's eight divisions, Administrative Services, Membership Services and Community Outreach, Metro Vision Planning and Operations, Aging Services, Metro Vision Resource Center, Policy and Legislative Development, and Public Information and Communications, as well as a Special Assistant/Membership Liaison and an Executive Assistant/Board Coordinator.

CHALLENGES AND OPPORTUNITIES

DRCOG is a complex organization providing a variety of programs and services to a wide variety of constituents. The voluntary nature of DRCOG presents special challenges and opportunities, and requires an executive who can work effectively on many fronts simultaneously with many constituent/interest groups.

The challenges/opportunities currently facing DRCOG include:

- Working to increase the metro region's allocation of transportation funds from CDOT, while maintaining ongoing working relations with CDOT on projects and programs in progress.

- Continuing to develop DRCOG's effectiveness and credibility with its member organizations, state legislator and the community at large, especially the business community.
- Ensuring that the organization's goals, objectives and issues continue to be driven by the Board, rather than the staff.
- Maintaining staff focus on comprehensiveness and accuracy of data provided.
- Continuing the board's focus on reducing partisanship and moving a regional agenda forward.

QUALIFICATIONS AND PERSONAL CHARACTERISTICS

For consideration, individuals should possess significant experience directly related to the previously described duties, responsibilities, challenges and opportunities. The ideal candidate will have the following background and personal characteristics:

- A bachelor's degree is required; an advanced degree is preferred.
- A proven track record of leadership and management experience in a complex organization, preferably in the public sector.
- Experience reporting to a board of directors is strongly preferred.
- Experience in, or strong understanding of, transportation issues and funding and how metropolitan planning organizations work with government entities at all levels, i.e., local, regional, state and federal.
- Experience working with diverse constituencies with differing agendas.
- Ability to blend technical skills and information with political interests and viewpoints.
- Intelligence (including emotional intelligence), honesty and personal integrity.
- Outstanding interpersonal skills; the ability to deal with people at all levels and from a variety of backgrounds.
- Excellent communication skills, including speaking, writing, listening, and presenting; the ability to articulate, communicate, educate and stimulate groups and individuals.
- Political acumen; the ability to understand politically sensitive issues and deal with them without being aligned with a particular viewpoint.
- A high level of energy and the ability to energize others.
- A team player and consensus builder; someone who respects and will listen to input from staff and provide guidance as needed without micro-managing.

COMPENSATION

DRCOG will provide a competitive base salary and DRCOG's standard benefits package. Relocation assistance will be negotiated on an individual basis.

APPLICATION INFORMATION

The need for confidentiality of information supplied by interested parties will be fully respected, and their background and interest will not be discussed with anyone, including our client, without prior consent. Reference contacts will not be made until mutual interest has been established. DRCOG and . firmly support the principle and philosophy of workplace diversity and equal opportunity for all individuals. For further information, to express interest, or to make a referral, please contact:

EXECUTIVE DIRECTOR

(January 2004)

DESCRIPTION OF WORK: (This job description is not intended to be an exhaustive list of all duties, responsibilities, or qualifications associated with the job.)

Acts as the chief administrative officer of the organization. The executive director is responsible for providing advice and assistance to the DRCOG Board of Directors and its committees, administering personnel policies and practices, overseeing COG's financial management system, supervising the DRCOG staff, and performing other duties as prescribed by the Board. Reports directly to the Board of Directors.

- Overall administration and management of the program and budget of DRCOG subject to the policies of the DRCOG Board of Directors.
- Responsible for execution of administrative procedures necessary to implement the programs adopted by the Board.
- Identifies regional issues affecting the growth and development of the Denver metropolitan area and provides staff direction for analysis and development of policy recommendations for the Board's consideration.
- Recommends and administers the annual budget for the organization.
- Directs and administers personnel policies and procedures and financial management systems.
- Takes appropriate action to foster inter-jurisdictional cooperation within the region, including representing DRCOG before local governments and other public, private and nonprofit organizations.
- Provides executive staff support for the meetings of the DRCOG board.
- Acts as the contracting officer for the organization.
- Supervises the preparation and maintenance of records and other documents.
- Proposes new and innovative programs and services to respond to Board direction.

QUALIFICATIONS FOR APPOINTMENT

Knowledge, Skills, and Abilities:

- Comprehensive knowledge of principals and practices of public administration and planning.
- High degree of administrative ability and leadership skills.
- Strong understanding of regional planning concepts and policies.
- Knowledge of the metropolitan area and its governmental structures.
- Excellent writing and verbal communication skills, including public speaking...
- Demonstrated ability to exercise initiative and conceptualize in strategic terms.
- Strong interpersonal skills, professional judgment, tact and courtesy.
- Successful experience in financial and personnel management.
- Self-starter exercising strong initiative and follow through.
- Proficient in basic computer skills.

Education and Experience:

- Master's degree in public administration, planning, political science or related field.
- Ten plus year's progressively responsible experience in regional council, state, federal or local government administration.
- Demonstrated ability to manage and direct staff at a high level in a complex organization.
- Increasingly responsible experience in intergovernmental relations.
- Demonstrated ability to identify regional issues and build consensus.
- Equivalent combination of applicable education and experience.

STATUS: Full-time, Exempt

ATTACHE

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Director, Transportation Planning & Operations
303-480-6747 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
March 1, 2017	Information	6

SUBJECT

Discussion of 2017 DRCOG Board Workshop

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

The 2017 Board Workshop is scheduled for August 25-26. Staff is in the process of finalizing a location for this year's event. At the March meeting, staff would like to initiate an open dialogue about expectations and possible Workshop topics.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

2016 Board Workshop Survey results

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Director, Transportation Planning & Operations at 303-480-6747 or drex@drcog.org.

2016 DRCOG Board Workshop

Q1 Overall impression

Answered: 22 Skipped: 0



The DRCOG Board Workshop was beneficial to me and my community.

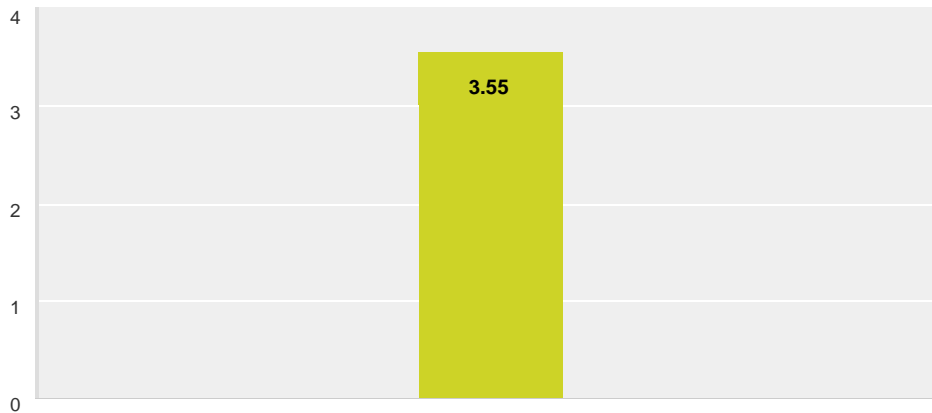
	True	More True than False	More False than True	False	N/A	Total	Weighted Average
The DRCOG Board Workshop was beneficial to me and my community.	100.00% 22	0.00% 0	0.00% 0	0.00% 0	0.00% 0	22	4.00

#	Comments:	Date
1	Excellent overall	8/11/2016 8:38 PM
2	Best retreat I've been to yet. Saturday topics/conversations were interesting, informative & timely.	8/8/2016 10:53 AM
3	I hoped to see more Board members - a later time (Sept-Oct) might help. The gathering seemed more strategic (good) - looking forward to seeing the scorecard framework tied to operational initiatives.	8/8/2016 10:36 AM
4	Another opportunity to work with members of other elected bodies and varying size of community.	8/7/2016 9:03 PM
5	This workshop has been one of if not the best one I have attended in either the public or private sector. I learned a lot, got to know a lot of people and felt that I had not wasted my time by attending.	8/7/2016 9:45 AM

2016 DRCOG Board Workshop

Q2 Workshop Time Allotment

Answered: 22 Skipped: 0



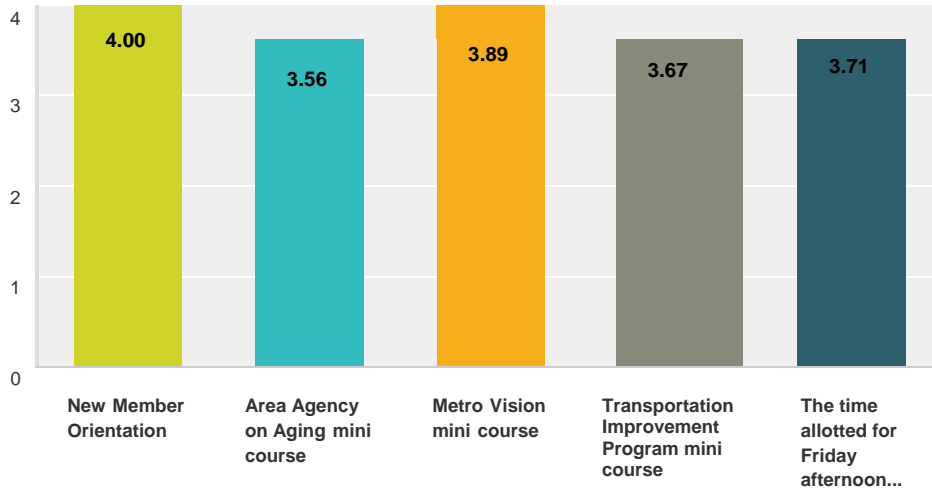
The overall length of the workshop was appropriate.

	True	More True than False	More False than True	False	N/A	Total	Weighted Average
The overall length of the workshop was appropriate.	59.09% 13	36.36% 8	4.55% 1	0.00% 0	0.00% 0	22	3.55

#	Comments:	Date
1	Could have been longer to allow for more conversation.	8/8/2016 11:07 AM
2	Less time on future tech mobility, more time on development w/in communities & how we deal with it.	8/8/2016 10:40 AM
3	The ability to connect with other Board members is always valuable & it seems like more time would always be appreciated.	8/8/2016 10:36 AM
4	I like having it over 2 days w/ time to network in the evening.	8/8/2016 9:49 AM
5	Long enough for good, but not exhaustive/exhausting discussion.	8/8/2016 9:38 AM
6	The Board retreat was excellent. I enjoyed the thoughtful discussion & individual workshops. I do think that we could have made the breaks shorter & abbreviated the working lunch to end earlier. Great job overall!	8/8/2016 9:18 AM
7	With little if any waste of time, the workshop covered a board and varied set of issues and concerns. While we did move the final subject up in time, it was not due to lack of discussion on topics, as these could have gone on even more. Not to mention that some offshoot topics were not pursued and could have been done so productively.	8/7/2016 9:45 AM

Q3 The Friday Afternoon Refresher Topic Sessions were informative. (You may skip this question if you did not attend.)

Answered: 20 Skipped: 2

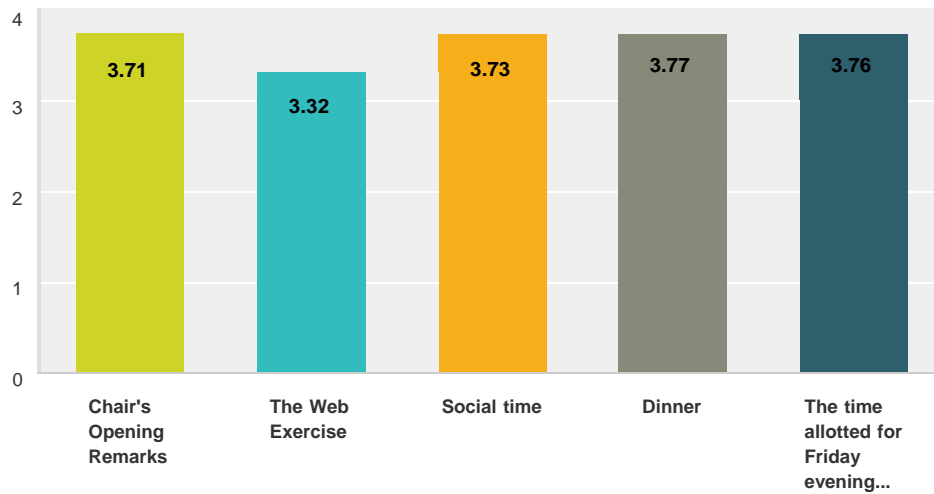


	True	More True than False	More False than True	False	N/A	Total	Weighted Average
New Member Orientation	41.18% 7	0.00% 0	0.00% 0	0.00% 0	58.82% 10	17	4.00
Area Agency on Aging mini course	29.41% 5	23.53% 4	0.00% 0	0.00% 0	47.06% 8	17	3.56
Metro Vision mini course	47.06% 8	5.88% 1	0.00% 0	0.00% 0	47.06% 8	17	3.89
Transportation Improvement Plan mini course	52.94% 9	11.76% 2	5.88% 1	0.00% 0	29.41% 5	17	3.67
The time allotted for Friday afternoon sessions was appropriate.	58.82% 10	23.53% 4	0.00% 0	0.00% 0	17.65% 3	17	3.71

#	Comments:	Date
1	Both sessions I attended were excellent. Presenters were well prepared, information was great. Small groups allowed for good interaction.	8/11/2016 8:38 PM
2	Unfortunately, I was not able to attend any of these breakouts	8/9/2016 10:22 AM
3	No comments here but participate placed an asterisk beside the AAA mini course score.	8/8/2016 11:04 AM
4	We ran over time on TIP discussions. Our discussion centered on the current challenge & the potential change in the TIP process. It would be nice to get an update to the Board on the TAC whitepaper group process.	8/8/2016 10:36 AM
5	Good format, very valuable, but also flexible.	8/8/2016 9:46 AM
6	The refreshers I attended were interesting, informative and helpful. I think that a more Q&A model could be used to discuss the topics more in detail as related to issues impacting members.	8/7/2016 9:45 AM

Q4 The Friday evening events were beneficial.

Answered: 22 Skipped: 0

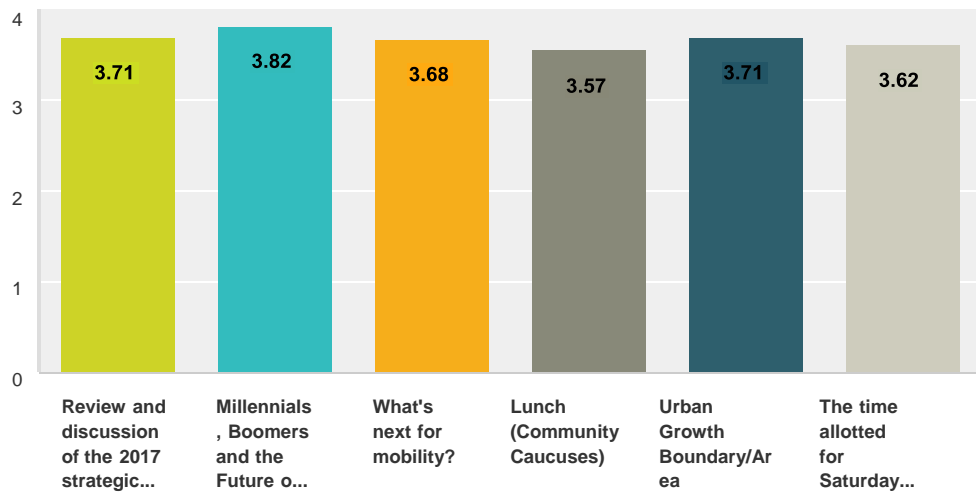


	True	More True than False	More False than True	False	N/A	Total	Weighted Average
Chair's Opening Remarks	72.73% 16	18.18% 4	4.55% 1	0.00% 0	4.55% 1	22	3.71
The Web Exercise	50.00% 10	30.00% 6	10.00% 2	5.00% 1	5.00% 1	20	3.32
Social time	72.73% 16	27.27% 6	0.00% 0	0.00% 0	0.00% 0	22	3.73
Dinner	77.27% 17	22.73% 5	0.00% 0	0.00% 0	0.00% 0	22	3.77
The time allotted for Friday evening events was appropriate.	76.19% 16	23.81% 5	0.00% 0	0.00% 0	0.00% 0	21	3.76

#	Comments:	Date
1	Great opportunity to get to know other board members and staff.	8/11/2016 8:38 PM
2	<i>No comments here but participate placed an asterisk beside the Chair's Opening Remarks score.</i>	8/8/2016 11:04 AM
3	Liked having ample time for socializing & informal networking. Did NOT miss having a keynote speaker.	8/8/2016 10:53 AM
4	I would have been OK w/ a short discussion program but actually thought it was good to have the 'unstructured' time earlier so everyone would enjoy it.	8/8/2016 10:49 AM
5	I feel a more structure discussion (Like the community caucus) would be a good transition into unstructured social time.	8/8/2016 10:36 AM
6	Web exercise - good icebreaker.	8/8/2016 9:49 AM
7	Social time was important.	8/8/2016 9:46 AM
8	More social time would be great!	8/8/2016 9:13 AM
9	The opening remarks were amazing.	8/8/2016 8:56 AM
10	I was pleased with the tone and atmosphere of the evening. Still I thought that post dinner could have used a little more guidance in that an opportunity to get to know each other, while offered, did not overcome shyness of some to interact more.	8/7/2016 9:45 AM

Q5 The Saturday Sessions (morning and Plenary) were informative.

Answered: 22 Skipped: 0



	True	More True than False	More False than True	False	N/A	Total	Weighted Average
Review and discussion of the 2017 strategic initiatives.	76.19% 16	19.05% 4	4.76% 1	0.00% 0	0.00% 0	21	3.71
Millennials, Boomers and the Future of Communities	90.91% 20	4.55% 1	0.00% 0	4.55% 1	0.00% 0	22	3.82
What's next for mobility?	72.73% 16	22.73% 5	4.55% 1	0.00% 0	0.00% 0	22	3.68
Lunch (Community Caucuses)	66.67% 14	23.81% 5	9.52% 2	0.00% 0	0.00% 0	21	3.57
Urban Growth Boundary/Area	66.67% 12	27.78% 5	0.00% 0	0.00% 0	5.56% 1	18	3.71
The time allotted for Saturday sessions was appropriate.	66.67% 14	28.57% 6	4.76% 1	0.00% 0	0.00% 0	21	3.62

#	Comments:	Date
1	It would have been better to move to assigned tables for lunch rather than have "assigned seats" all day. Really took away from the change to meet other board members. A simple code on a nametag would have made moving to a pre-assigned table at an appropriate time would have worked just as well as the placards at the tables all day. The community caucus time was interesting, but probably less effective than other activities.	8/11/2016 8:38 PM
2	Lunch session could have been shorter. What's next for mobility felt like stuff I already knew.	8/8/2016 11:04 AM
3	Good topics, great presentations.	8/8/2016 10:53 AM
4	Would have preferred to be with communities w/ similar interests, rather than a mix. We always have the mix - it was being with like communities that would have been new/valuable.	8/8/2016 10:49 AM
5	The structure was great! Brad did a great job, this is how our workshop/session should be!	8/8/2016 10:41 AM
6	Strategic initiatives would have been more effective if the strategic framework tied the initiatives to outcomes/measures/objectives community discussion seemed misplaced - move to first night & provide more time.	8/8/2016 10:36 AM
7	Community caucuses was a surprise to me in that I got to learn about other communities, so was helpful.	8/8/2016 9:49 AM
8	Shorter lunch & early end was a good call.	8/8/2016 9:46 AM

2016 DRCOG Board Workshop

9	(Breaks & lunch could have been shorter)	8/8/2016 9:18 AM
10	I think the Millennial Boomer discussion was indirect and never hit home the underlying land use and transportation disparity in our area and that is not driven by people's age but rather their income. There was almost a 50 50 split in director sentiment on the metro vision metrics about income, so this would have been a good topic to study in depth to try to bridge the gap (one way or the other). If you do plan to show the generational maps of the region again, it would seem that the areas that are around college campuses dedicated or mainly to serve student housing and age restricted senior housing should be highlighted and then pulled out of the data set because there is a known cause that generational mixing is not and will not occur in those areas.	8/8/2016 8:56 AM
11	Hindsight is always better but while the Saturday sessions were presented and handle very well, the UGB/A session highlighted the need to bring the board members up to speed and then conduct a insightful and spirited discussion. I do believe that direction that is important to moving this area forward and defining it better were laid and will result in a clearer insight into this. I know that I still need to understand this area more fully and it was my feeling that most in the room also needed further clarity.	8/7/2016 9:45 AM

2016 DRCOG Board Workshop

Q6 What were the most useful parts of the workshop?

Answered: 16 Skipped: 6

#	Responses	Date
1	Millennials, Boomers and the Future of Communities was fascinating and very well put together. The Friday mini-sessions were outstanding.	8/11/2016 8:38 PM
2	The overall interaction between municipalities was great. Better than I have seen before. More people felt comfortable sharing information and it made for a better event.	8/9/2016 10:22 AM
3	Networking	8/8/2016 11:09 AM
4	Working groups allowed a different perspective of other communities.	8/8/2016 11:07 AM
5	Socializing	8/8/2016 11:04 AM
6	Networking. Saturday sessions.	8/8/2016 10:53 AM
7	The Q&A (interaction) of the workshops.	8/8/2016 10:40 AM
8	Getting to know new members & their communities. More strategic focus - the need to bring it all together is still needed.	8/8/2016 10:36 AM
9	All - well planned, flow was good, thought provoking.	8/8/2016 9:49 AM
10	Millennial/Boomer workshop, caucuses & social time.	8/8/2016 9:46 AM
11	The discussion and for a new member like me, the social parts.	8/8/2016 9:38 AM
12	I enjoyed all of the workshops. Millennials/Boomers & Mobility were excellent.	8/8/2016 9:18 AM
13	Discussions. Q & A's	8/8/2016 9:13 AM
14	Table discussions.	8/8/2016 8:56 AM
15	Top sessions for me were the briefings on mobility and generations	8/7/2016 1:16 PM
16	The mixing of viewpoint, information and discussion in an open and friendly atmosphere.	8/7/2016 9:45 AM

2016 DRCOG Board Workshop

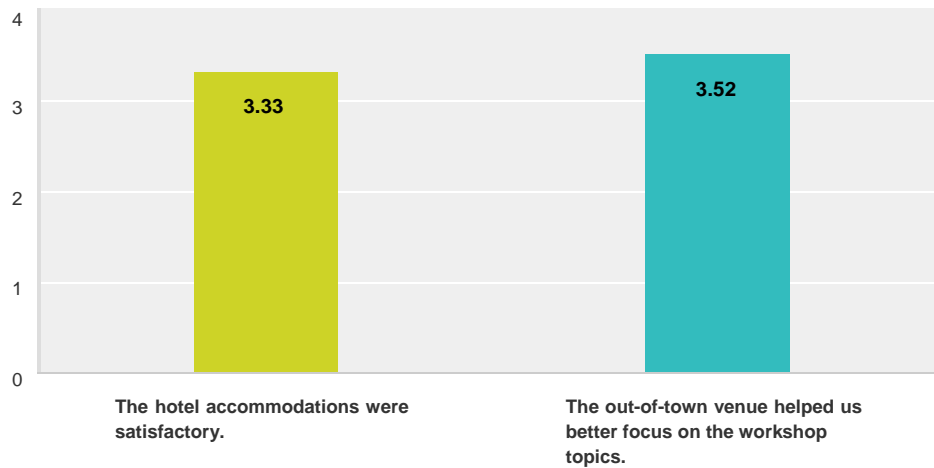
Q7 What were the least useful parts of the workshop?

Answered: 10 Skipped: 12

#	Responses	Date
1	Community caucus structure and questions weren't as effective as it could have been. Being from a small community, it was educational hearing about issues facing larger communities but the chosen topics didn't apply to my community as much as many other topics would have.	8/11/2016 8:38 PM
2	N/A	8/9/2016 10:22 AM
3	AAA & Urban growth boundary. Also I always live seeing the demographic data like we saw in the millennial presentation. I like learning from DRCOG's data, maps, predictions, etc.	8/8/2016 11:04 AM
4	None	8/8/2016 10:40 AM
5	UGB/A - good content but we had this discussion after a Board meeting. The need to educate/inform on strategic initiatives was good but enter into a discussion where the Board can provide feedback to further this effort.	8/8/2016 10:36 AM
6	What's next for mobility - we already went through that material in recent board sessions.	8/8/2016 9:46 AM
7	The caucus lunch could have had better questions related to morning topics. Could have also been shorter.	8/8/2016 9:18 AM
8	The commute.	8/8/2016 8:56 AM
9	The Lunch Caucus was good, but perhaps least impactful.	8/7/2016 1:16 PM
10	A unrecognized need to run a little with some concerns that seems under treated. Meaning that a couple of areas seemed to be concerning to the members but because they were on the edge of the discussion, did not get developed. Possibly, a short open mike approach to 'hot topics' or 'my concerns are' could be worked into the Work Session.	8/7/2016 9:45 AM

Q8 Workshop Location - Double Tree by Hilton Breckenridge

Answered: 21 Skipped: 1



	True	More True than False	More False than True	False	N/A	Total	Weighted Average
The hotel accommodations were satisfactory.	52.38% 11	33.33% 7	9.52% 2	4.76% 1	0.00% 0	21	3.33
The out-of-town venue helped us better focus on the workshop topics.	76.19% 16	9.52% 2	4.76% 1	9.52% 2	0.00% 0	21	3.52

#	Comments:	Date
1	Hotel staff great, meeting space and food & beverage very good. Beyond the meeting space hotel was ok. Audio Visual support in the Saturday session could have been better.	8/11/2016 8:38 PM
2	Meeting room was pretty dark.	8/8/2016 10:53 AM
3	Wouldn't use this hotel again. Too hard to get from meeting space to room w/ awkward elevators, etc.	8/8/2016 10:49 AM
4	Great place - it seemed like we didn't have a chance to take advantage of this location. It would be nice to have more time at location - maybe start on Saturday with a Sunday afternoon departure.	8/8/2016 10:36 AM
5	Breckenridge is a good location.	8/8/2016 9:46 AM
6	Hotel had a strange, inconvenient layout.	8/8/2016 9:18 AM
7	Traffic sucked and I wish I had the time to spend the weekend in Breckenridge with my family... absolutely an excellent venue and location	8/7/2016 1:16 PM
8	Somewhat disappointed in the numbers, the work session was way above my hopes. The out of town really helps focus on the work at hand. I do not believe that in town venue would have had this focus.	8/7/2016 9:45 AM

2016 DRCOG Board Workshop

Q9 Please list your top 3 recommendations for future Board workshop topics.

Answered: 9 Skipped: 13

#	Responses	Date
1	1) Managing growth and change/gentrification 2) A historic look at how successful past planning documents have been over time 3) Greater emphasis on the aging populations in our communities and how services for aging populations interact with the needs of other populations. IE: how can you serve the aging populations in a time when cost of living/ generational changes and expectations may make it more challenging.	8/11/2016 8:38 PM
2	There should be a 7:15 optional group walk. Breakfast should be later & during a session, i.e, working breakfast. Could a breakfast session be held outside?	8/8/2016 11:04 AM
3	Figure out how to increase Board attendance.	8/8/2016 10:53 AM
4	Initiatives that staff can highlight that can educate/inform so Board members can take back to local municipalities. DRCOG operational framework review with update on measures. Updates on TIP framework - work through examples on how potential scenarios of new method effects process. Update on previous metro vision plans - how did we do on measures & targets.	8/8/2016 10:36 AM
5	1) One fewer Saturday session, replace it with small group discussions. 2) Start sessions at 9:00 a.m. not 8:00 a.m. 3) There is no #3!	8/8/2016 9:46 AM
6	More time on what we do with information (Did staff receive enough to guide future board meetings/deliberations?)	8/8/2016 9:13 AM
7	I would bring back the meeting rules training that was offered in 2015. That course was great & an appropriate refresher for people annually. Following our rules will help us all have more effective meetings. I think there should be a reason to go to a particular town or area for a retreat. For example, I went to a recycling summit in Steamboat so we could all tour the hotels zero waste amenities and go to a tour of the municipal compost area. We could plan the event in an area where staff would like to have directors tour a transportation solution or visit an area the AAA wants us to see firsthand (etc.). We should mix up the small groups so that all the discussions are not with the same people.	8/8/2016 8:56 AM
8	If not a TIP workshop, then a TIP information session for new members who may not have participated in the TIP priority work. I really like the generational info sessions. Maybe one that's in more detail on where the different generations are distributed through the Metro region? We are mostly all law makers in our Towns... what about a session on "best in class" municipal laws on issues of transportation funding? AAA issues? Land use? CML had a good briefing this last June of public input at Council meetings...	8/7/2016 1:16 PM
9	See my earlier comments. What we desire is to get discussion and understanding of issues that impact us. I feel higher attendance of directors and alternates should be our goal. Outreach to the alternates will help us educate our members and their entity about the purpose of DRCOG and the importance of regional cooperation and problem solving.	8/7/2016 9:45 AM

2016 DRCOG Board Workshop

Q10 Was the time of year for the workshop appropriate? Please provide additional suggestions in the space below.

Answered: 14 Skipped: 8

#	Responses	Date
1	Always will be a tough time; in 2017 would avoid "election season" and go earlier in the year.	8/11/2016 8:38 PM
2	Would prefer to have the workshop in Denver Metro Area.	8/9/2016 3:02 PM
3	I thought it was fine.	8/9/2016 10:22 AM
4	Later in the fall may have greater attendance however a small attendance was very beneficial.	8/8/2016 11:07 AM
5	Yes	8/8/2016 11:04 AM
6	A little later in August or early September (after school starts). It good that it's in sync with.	8/8/2016 10:53 AM
7	Not in summer please next year. Mid-Sept to early October better. Thanks.	8/8/2016 10:49 AM
8	Summer is difficult (June- Sept) I appreciate the change to address budget planning but an October date would be ideal if we continue with this line of thought. I did enjoy the Feb workshops as well.	8/8/2016 10:36 AM
9	September/October would be better.	8/8/2016 9:46 AM
10	This time is good for driving (no snow) and probably cost effective. If we tweaked by a month or two & got higher attendance counts, that's fine.	8/8/2016 9:38 AM
11	Good time of year for me.	8/8/2016 9:13 AM
12	I think the attendance is hard to get in the summer because of travel.	8/8/2016 8:56 AM
13	I sort of preferred the February date like we did last time... just a better time in the year.	8/7/2016 1:16 PM
14	This needs to be looked into but in an active environment there will never be a best time to do this.	8/7/2016 9:45 AM

2016 DRCOG Board Workshop

Q11 Please provide additional comments in the space below.

Answered: 6 Skipped: 16

#	Responses	Date
1	Thanks to the DRCOG staff for their GREAT WORK implementing the retreat. It was very worthwhile. Your work is appreciated.	8/11/2016 8:38 PM
2	Thought it was more interactive than years past, good timing.	8/8/2016 10:49 AM
3	Overall the sessions were designed for education and discussion. I was surprised that the UGB/A session was looking for decisions by the board. I thought that was inappropriate. A list of attendees & jurisdictions would have been helpful.	8/8/2016 9:46 AM
4	I would prefer a full day on Friday, half day on Saturday.	8/8/2016 9:18 AM
5	Have/encourage more/broader Board member participation.	8/8/2016 9:13 AM
6	Since we have time before the next Work Session event we can tune this finer and push a broader appeal to our promotion of attendance at the next one. Ongoing outreach is required.	8/7/2016 9:45 AM