

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, OCTOBER 5, 2016
MONARCH PASS CONFERENCE ROOM
1290 Broadway
→ 6:00 PM ←

1. Call to Order
2. Summary of September 7, 2016 Performance and Engagement Committee meeting (Attachment A)

DISCUSSION ITEMS

3. Discussion of executive director evaluation tool
(Attachment B) Jerry Stigall, Director, Organizational Development
4. Discussion of onboarding program materials
(Attachment C) Steve Erickson, Director, Communications & Marketing
5. Discussion of Board Open House

ADMINISTRATIVE ITEMS

5. Report of the Chair
6. Report of the Executive Director
7. Other Matters by Members
8. **Next Meeting – November 2, 2016**
9. Adjournment

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



MINUTES
PERFORMANCE AND ENGAGEMENT COMMITTEE
Wednesday, September 7, 2016

Present:

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

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

Chair Herb Atchison called the meeting to order at 4:01 p.m. with a quorum present.

Summary of August 3, 2016 Performance and Engagement Committee meeting
The summary was accepted as presented.

Discussion of Committee Guidelines /Articles of Association

Transportation Planning & Operations Director Doug Rex listed the changes made to the documents since the last meeting. A list of the changes was distributed (a part of and filed with this summary). Members discussed the changes, and suggested two additional revisions:

Article IX.C.1 – remove “to the Board” from the end of the sentence.

Article IX.C.10 – amend to read “Review results of any Board assessments and recommend improvements.”

Robin Kniech **moved** to recommend to the Board of Directors amendments to the Committee Guidelines and *Articles of Association*, as proposed by staff, with the two additional revisions. The motion was **seconded**. The motion **passed** unanimously.

Chair Atchison briefed members that a security briefing will be provided at the Board meeting by Dr. John Nicoletti and DRCOG’s legal counsel, Sam Light. He noted DRCOG’s legal counsel recommends the Board adopt a policy related to Board conduct. The Performance and Engagement Committee is tasked with developing a policy for Board approval.

Board Workshop survey results

Jerry Stigall and Doug Rex discussed the Board Workshop survey results. Members

discussed the workshop and made suggestions for improvements to the next event. The Directors suggested the Board be asked to make a choice between holding the workshop the third week of May or the fourth week of August.

Report of the Chair

No report was provided.

Report of the Executive Director

Doug Rex noted the new Board member onboarding materials will be brought to the group at the October meeting.

Other Matters by Members

Director Rakowsky mentioned that many fellow Board members are running for re-election in November, and suggested donations to their campaigns might be in order.

Next Meeting

The next meeting is scheduled for 6 p.m., October 5, 2016

The meeting adjourned at 4:56 p.m.

ATTACH B

To: Chair and Members of the Board of Directors

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

Meeting Date	Agenda Category	Agenda Item #
October 5, 2016	Discussion	3

SUBJECT

This item is related to DRCOG's Executive Director annual evaluation assessment tools.

PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends review of the Executive Director annual evaluation assessment tools.

ACTION BY OTHERS

N/A

SUMMARY

Each year, DRCOG's executive director's performance is evaluated based on separate assessments and feedback from three distinct groups: Board Directors, Peers/Associates, and Direct Reports. Directors are asked to review the assessment tools and recommended needed revisions.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

DRCOG Executive Director Annual Evaluation assessment tools:

- Board Directors
- Peers/Associates
- Direct Reports

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 Jerry Stigall, Director of Organizational Development at 303-480-6780 or jstigall@drcog.org.



DRCOG Executive Director Annual Performance Evaluation 2015-2016 - Board Directors

DRCOG Board Directors are invited to provide feedback in the annual performance evaluation for Jennifer Schaufele, Executive Director of the Denver Regional Council of Governments (DRCOG). Your candid and balanced feedback will provide the most value to Jennifer and DRCOG staff. Please take a few minutes to provide your input.

Overview of the Evaluation

Each section contains a performance summary from Jennifer Schaufele. Please review each summary and then answer the single question associated with that section.

Most questions have five answer options; True, More True than False, More False than True, False, Don't know/Not applicable. The last section of the assessment contains open-ended questions and a general Comment box.

Items with an (*)asterisk require a response to submit your input.The evaluation should take approximately 15-20 minutes to complete.

Please be sure to click *Submit Responses* at the end of the survey.

The site will remain open until midnight Wednesday, June 8

Thank you for your participation!

Elise Jones
DRCOG Board Chair

For assistance or questions, please contact Jerry Stigall (jstigall@drcog.org) or call 720.375.1742.

Begin DRCOG Executive Director Performance Evaluation 2015-2016

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

To assess the Executive Director in the area of Strategic Leadership, please review Jennifer's performance summary below.

Strategic Leadership Performance Summary

Nearly 3 million people living and working in the region benefit from the DRCOG's strategies and attainment of the Board's mission. It is my responsibility to implement the Board's strategies to improve transportation and personal mobility, thoughtful growth and development, and serve the metro area's aging and disabled residents all of which are intended to help ensure the region remains a great place to live, work and play. Achievements for the 2015/16 performance year are impressive and many:

\$267,000,000 was allocated to transportation projects around the region and several major MPO-funded projects were completed: US36 managed lanes, south I-25 lane balancing, the A-Line from DUS to DIA, and Peoria/Smith grade separation to name a few.

\$6,000,000 in new funds for senior services was gained by our lobbying efforts. This is the 3rd consecutive year our efforts brought at least \$4,000,000 into the Older Coloradans Trust Fund.

\$10,000,000 (\$4.5M from HUD and \$5.5M from 86 partners) was the total amount invested by the end of the third year to leverage FasTracks through station and corridor plans, data collection, and market analysis.

\$50,000 was awarded by the Colorado Health Foundation to help build the AAA's business acumen. Funds pay for training for 4 DRCOG staff. **\$75,000 was also awarded by DOLA** to support small community implementation of the Boomer Bond.

The National Association of Area Agencies on Aging's Innovation Award was given to DRCOG for our Boomer Bond program

The Older Americans Act was adjusted to treat Colorado more fairly and our Senators filed a floor statement insisting on more changes in the next reauthorization. Congressman Polis is working on the same for the House, all due to our efforts.

A Joint Memorial was passed by the state legislature at the urging of DRCOG, compelling action by the Colorado Congressional Delegation on the Older Americans Act.

The Strategic Action Planning Group on Aging, on which I serve by appointment of the Governor and serve as vice chair, was established.

DRMAC (Denver Regional Mobility and Access Council) will transition into DRCOG to support

coordinated transportation and reduce duplicative activities.

CDOT signed an agreement with us limiting sharing of DRCOG's model, helping assure we can collect fees for model runs in certain circumstances.

21 hospitals and care providers signed MOUs with DRCOG partnering on a \$5,000,000 grant application from Medicare to improve community based services in the region.

10,000 commuters are registered on MyWayToGo to find carpool partners. Way To Go and our marketing firm won the gold award from Business Marketing Association for our fall campaign design and program results.

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

True	More True than False	More False than True	False	Not applicable/Don't Know
<input type="radio"/>				

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

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

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

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

To assess the Executive Director in the area of Operational Leadership, please review Jennifer's performance summary below.

Operational Leadership Performance Summary

Improve processes:

Synchronized the annual budget with the Board's strategic initiatives and moved the annual workshop to late summer for better planning of both.

The Balanced Scorecard is beginning to drive performance and behavior to better serve the region's residents and divisional scorecards are operational; we're now in data collection mode.

Faster, better contracting is made possible by increasing the threshold for contracts requiring Board approval; retrained key personnel on RFP and contract requirements; simplified the RFP template; and, hosted pre-RFP meetings with key personnel to set timelines, address unique circumstances, and resolve issues early on in the process.

Fee for service is ready for implementation. This is in lieu of giving DRCOG's model to consultants who often fail to disclose changes they've made to the model or its programming.

DRCOG maintained its unblemished compliance with state and federal regulations and with fiscal management, receiving an unqualified opinion from the independent auditor. This was accomplished through attention to detail, accuracy, and appropriate checks and balances.

Expansion of strategic partnerships:

21 hospitals and care providers signed MOUs with DRCOG partnering on a \$5,000,000 grant application to Medicare to improve community based services in the region.

The Veterans Administration signed an agreement with DRCOG to serve veterans at risk for nursing home placement.

Intermountain West MPOs, TMAs and DRCOG are working on a SHRP2 grant received by the Maricopa Association of Governments on a plan to expedite planning and environmental review of key transportation projects in the intermountain west.

AM1430 is broadcasting weekly shows, 30 minutes in duration every Saturday, focusing on DRCOG AAA program ideas and general health and wellness topics.

DRCOG and 20+ partners purchased detailed infrastructure data for sidewalks, trails, roof prints, and more in support of innovative planning research within the region.

A crowd of 450 celebrated at DRCOG's 2016 Awards dinner to show appreciation of the actions and activities of communities and individuals making life better in the region.

Improve internal and external communications:

3.51 of a possible 4 is how staff rated DRCOG in our latest employee satisfaction survey. The confidential surveys started 3+ years ago and have led to process improvements, adjustments to certain personnel policies, and improved communication.

Unveiled a new logo, forming the foundation of a refreshed brand identity, using DRCOG's mission statement as the basis for a design representing a meaningful, relevant and striking symbol of an organization which has shaped the region since 1955.

99% attainment of the goal to send meeting materials to directors one week in advance.

142 registered users (up from 79 in 2015) access DRCOG's data portal, a secure online site built to facilitate data exchange with member governments. **82% regional coverage from 36 jurisdictions** provide data related to bike paths, buildings, open space, parcels, and more.

Transportation Commissioners and the DRCOG Board dined together networked and discussed potential state legislation, the value of collaboration between the agencies, getting a long-term transportation bill from Congress, depoliticizing transportation funding, swapping DRCOG's federal dollars for state funds and, improving how we message system needs.

Metro area city managers and I met to discuss the value of staying up to date on activities at DRCOG.

7 forums and idea exchanges were hosted by DRCOG for member governments and others: DRVR (Denver Regional Visual Resources) workshop – an introduction to DRCOG's data visualization tools for telling compelling stories; Regional Data Consortium – focused on GIS, creating public data, and DRCOG's regional data initiatives; Metro Vision Idea Exchange – Preparing for a Resilient Future – concerned preparing for natural hazards and other stresses like economic downturns; The Affordable Housing Crisis: Delivering Bad News (more than 200 attendees) best practices for giving difficult news to clients seeking housing; Parking: Curb Your Enthusiasm – regional parking initiatives and solutions at transit stations; How Much Do You Know About the Urban Growth Boundary?; and, Into the Weeds: Planning for Marijuana - the effect of marijuana sales and production on Colorado communities.

A portal exclusively for directors has been added to the website and contains links to general information about DRCOG as well as meeting agendas and orientation materials. The portal is constantly updated and will be again in June as part of the new capacity building program.

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

True	More True than False	More False than True	False	Not applicable/Don't Know
<input type="radio"/>				

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

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

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

To assess the Executive Director in the area of Programmatic Leadership, please review Jennifer's performance summary below.

Programmatic Leadership Performance Summary

A component of programmatic leadership is my knowledge of the organization's programs and services.

Helping **evidence my knowledge and understanding of the programs, services, and projects** at DRCOG are **presentations I make to the Board, orientation and one-on-one meetings** with Directors, being an **invited speaker** at member council meetings and other special events such as the one held with USDOT Secretary Foxx earlier this month. As DRCOG Chair, Mayor Millet has **acknowledged – during meetings of the Board - the respect and high opinion my peers hold of me.**

It is further evidenced by my ability to **accurately and succinctly describe various programmatic and funding challenges to members of the Colorado Congressional Delegation** and Congressional Committee staff; it is demonstrated by the organizations both inside and out of Colorado who ask me to share information about DRCOG, such as the **Western Regional Alliance, the National Association of Area Agencies on Aging, the DRCOG Advisory Committee on Aging and, the metro area managers;** and, in the ongoing **successful delivery of the myriad of programs** fulfilling the Board's mission.

Another component of programmatic leadership relates to **working with the Board to develop appropriate policies to ensure the efficiency and effectiveness of programs.** In 2014, the Board adopted executive policies providing necessary guidance for me to lead the organization toward achieving the Board's mission. The policies apply to "means" rather than "ends" and establish the acceptable boundaries within which actual methods and activities are to be conducted. As expected, we work within the executive policies to help assure we don't create liabilities for the organization and the **conditions under which we operate are lawful, safe, fair, honest, and respectful.** From the treatment of staff and taxpayers to the organization's finances to the protection of DRCOG's assets, **I'm vigilant to operate within the boundaries** established by the Board.

In 2015, we were in **full compliance in 7 of the 8 areas** of the Executive Policies. We were in partial compliance in the eighth area, dealing with communication and support of the Board. Since October 2015, we have **greatly increased the number of one-on-one meetings** with directors, **provided agenda material a week in advance of meetings,** and **created a new capacity building program** that will be launched in June.

It is a struggle to strike the perfect balance for all Directors when preparing agendas and backup information. This frequently relates to the convergence of several factors, but is amplified by the complexity of certain issues. A related ongoing challenge concerns **perception of bias.** I do not believe any staff biases are overtly or covertly included in presentations or materials but acknowledge **we must ensure information is presented with accuracy and fairness.**

For the second year in a row, staff **hosted an open house for the Board** in December. Staff designed eye-catching displays and interesting presentations on our activities and projects, and about 60 employees visited with Directors about our work on behalf of the region. From a giant traffic signal displaying how timing works to games demonstrating the tenuous circumstances of seniors to fun cutouts for photos to demonstrations of our data visualization tools, there was something for everyone.

To manage programs effectively, I **conduct bi-weekly meetings with the senior management team** and **bi-weekly one-on-one meetings with direct reports**. Division directors use similar methods with their managers and staff. The result is **everyone is clear on the desired outcomes** and is able to make needed and timely adjustments while staying current on events unfolding. We have high standards for ourselves and understand the knowledge, skills, abilities and experience needed to fulfill the Board's mission and further our vision.

Throughout my tenure at DRCOG, I have supported **continuous improvement** where I look at programs and processes to discover bottlenecks, outdated means, waste or opportunities for cost savings or new revenues, and eliminate activities that don't provide value or otherwise support the Board's mission. Methods I employ to gain this insight include **staff and Board surveys, assessment of newly vacated positions, and careful annual review of the budget**.

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

True	More True than False	More False than True	False	Not applicable/Don't Know
<input type="radio"/>				

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

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

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

To assess the Executive Director in the area of Executive Director/Board Partnership, please review Jennifer's performance summary below.

Executive Director/Board Partnership Summary (Part 1)

At DRCOG, I manage two bottom lines: the **financial bottom line** and **fulfilling the organization's mission**. I keep the organization focused on the Board's mission and set the example for all others of how to live the DRCOG brand. I use time during regular Board meetings to discuss how we're advancing the organization as a means of encouraging mission focus.

DRCOG's 2015 budget was just over \$19,000,000 plus \$31,300,000 in pass through funds. We had another **unblemished audit by the independent auditor** and I could not be more proud of DRCOG's accounting and finance staff maintaining our highly effective internal controls.

I continually look down the road to anticipate DRCOG's future and suggest and support out-of-the-box solutions to get things done. My approach to the obstacles we face is with **an analytical, business mind**. Recommendations to the Board and decisions I make are not because they appear to benefit everyone, but because I have analyzed them from the business perspective and **they are decidedly beneficial to DRCOG's mission, the region and the financial bottom line**. Some examples in 2015 include an **orderly shutdown of the FIRE program** which will now be run by the private sector while providing a higher value to members, purchasing **GrantFinder** to help DRCOG and members find program funding, and signing an **agreement with CDOT** that can eventually lead to fee for service for the DRCOG models.

I easily step back from situations and **make rational decisions, based on fact and free of bias** I am **honest with the Board and staff** about expectations, in all financial reporting, and with myself about the health and future of DRCOG.

Formally and informally, I **communicate publicly and demonstrate my pride in what DRCOG does** the difference the Board is making, and the success of our programs. I present a **positive and relatable image** to the public and constituents and often open doors of opportunity for DRCOG, respond to critical feedback and advocate for increased funding.

I audited classes to **maintain my Certified Senior Advisor status, participated in conferences** including those held by the National Association of Regional Councils, and **by the Governor's appointment**, participate in meetings of the **RAQC (Regional Air Quality Council) and the Strategic Action Planning Group on Aging**, and was a guest speaker at the annual workshop of the Advisory Committee on Aging.

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

True

More True than False

More False than True

False

Not applicable/Don't

Know

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

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

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

To assess the Executive Director in the area of Communications with and Support of the Board, please review Jennifer's performance summary and the policy elements listed below.

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

To assess the Executive Director in the area of Communications with and Support of the Board, please review Jennifer's performance summary below.

Reporting to the Board Performance Summary (Part 2)

Concerning **clear information**, it can be a struggle to strike the balance for the most Board Directors when preparing agendas and backup information. This is amplified by the **complexity of certain issues**. While I do not believe any staff biases are overtly or covertly included in presentations or materials but acknowledge I must **be vigilant to assure information is presented with accuracy and fairness**.

While we **always have accuracy in mind** there have been 2-3 occasions where staff failed to catch minor errors before distributing materials. Staff is **quick to acknowledge and notify others** of those errors and moreover, understands the impacts errors can have.

I've worked with staff and the Board to **expand communication and improve understanding** of the organization's mission, vision responsibilities. I've supported the Board's request to **reevaluate and update** as appropriate its structure and governance systems, resulting in **3 new committees** focused on the budget, engagement of directors, and my performance. Additionally, later this month, we will complete a **new capacity building program** for Board directors and initiate implementation this summer.

As for **keeping the Board informed**, I use the designated **time at Board meetings, email, an newsletter, meetings with the Board officers, and one-on-one visits** with directors for this purpose. Staff regularly **reports to the Board** on topics ranging from legislation to financial matters to required documents on safety, alternative transportation modes and planning for an aging population. My **monthly Executive Director's report** – derived from the Balanced Scorecard – is now included in Board agendas and I am maintaining a **near perfect record** of compliance with the adopted Executive Policies.

Twenty-six one-on-one meetings have been conducted since September and several more meetings with full councils during study session have also occurred. The purpose of these meetings is to respond to questions or concerns, identify areas where DRCOG can be more supportive or improve its performance, and build closer relationships with Directors.

We have provided several **opportunities for Directors to learn** more about topical issues and program areas such as the **Urban Growth Boundary, parking challenges and solutions, affordable housing, and regional data** sharing and visualization tools.

In instances where staff determines a **deadline cannot be met** or other problems exist in advancing the Board's mission, we **immediately make that information known** to the Board.

It's not by accident there is **no adverse media coverage or threatened/pending lawsuits** targeting DRCOG. I work closely with staff to follow established policies, procedures, rules, and business ethics to **protect DRCOG's image and risk of liability**. This year, DRCOG received **only positive publicity** that included articles on Bike To Work Day, transportation and congestion challenges in the region, and the insufficient amount of affordable housing.

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

True	More True than False	More False than True	False	Not applicable/Don't Know
<input type="radio"/>				

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

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

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

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

- Has established appropriate systems for dialogue and communication between the Board and staff to ensure that the Board maintains a good knowledge of the organization.
- Senior staff have built effective working relationships with the officers of the Board and committee chairs who are responsible for specific aspects of organizational governance.
- Staff have a collegial working relationship with Board members.

To assess the Executive Director in the area of the Board/Staff Relationship of the Board, please review Jennifer's performance summary below.

The Board/Staff Relationship Summary

Over the last year, I've **intervened when directors/staff struggled in meetings, reached out to confer one-on-one with Board directors, worked to eliminate confusion** about DRCOG's various roles and responded immediately to any suggestions for improvement.

DRCOG's senior management team – who support DRCOG committees and are most frequently in communication with Board directors – are a **diverse group of individuals with far-reaching and requisite knowledge, skills, abilities, experiences to advance the Board's mission**. As a group, we are **attentive to director and chair needs**, come prepared to meetings, work with chairs to assure meetings are structured and operate in ways that **enhance efficiency and effectiveness** and, are readily available to speak to questions and concerns. Staff meets with chairs as needed or requested to focus on their joint responsibilities, enhance communication, and support the Chair in their role.

Not only is **staff at DRCOG professionally talented, they're extremely generous!** Once again, staff played Santa Claus for the 120+ residents of the Juniper Village - Speary Center in north Denver. Our staff took resident wish lists and shopped for them, delivering large bags full of wrapped gifts to the Center right before Christmas. Those living at the Center are primarily people with chronic mental illness, brain injury or neurological disorders. We've been doing this holiday activity for Center residents for more than a decade.

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

True	More True than False	More False than True	False	Not applicable/Don't Know
<input type="radio"/>				

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

18. How can of the Board/Staff working relationship be improved? Please provide specific examples to explain your comments.

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

To assess the Executive Director in the area of Personal Attributes, consider the following criteria and Jennifer’s performance summary below.

The Executive Director demonstrates:

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

To assess the Executive Director in the area of Personal Attributes, please review Jennifer's performance summary below.

Personal Attributes Summary

Self-management, self-awareness, self-confidence: I understand the need to know where my natural inclinations lie to enhance or compensate for them. As we've embarked on changing the organizational culture at DRCOG, I've ***candidly identified my abilities, my shortcomings, and the opportunities for my personal growth***. The tool we're using at DRCOG for this purpose is the Social Style Model. I've always recognized the higher up one is in an organization, the more their behaviors come under scrutiny.

Empathy and service orientation: Understanding how others interpret my actions and body language, I have ***adopted some new behaviors***, ones that are more communicative, social, and unflinching in conflict. When dealing with others, I try to put myself in their shoes. That's not to say I try to agree with them but rather, consider their feelings and all other factors when formulating my opinion or making a decision.

Influence: When influencing others, ***my goal is to get their commitment*** but at times, circumstances allow for just compliance. The latter, for example, while not optimal can be acceptable in personnel actions. I'm a ***positive role model***, assuring my actions match my words. I remind myself of who my audience is and explain how my request benefits them. In certain circumstances, I use my subject matter expertise to persuade others and in still other situations, I may show the lawful or authoritative need for buy-in. I easily step back from situations and ***make rational decisions, based on fact and free of bias*** I am honest with the Board and staff about expectations, in all financial reporting, and with myself about the health and future of DRCOG.

Transparency: I've never been a fan of secrets. It's ***transparency that builds and maintains trust*** allows us to address problems immediately, and creates the environment for mutually beneficial and respectful relationships. I ***strongly encourage directors and staff alike to talk with me honestly and frankly*** as soon as they spot trouble! I work to express my concerns openly, ***don't make promises I can't keep***, listen to others and ***show appreciation*** for their feedback, and share all available information with all affected parties.

In support of transparency, the Board receives ***my monthly report*** in writing complete with measures and targets (albeit still somewhat under construction), to describe my ongoing successes and challenges. The ***executive policies are distributed*** to the Board and also ***measure compliance, partial compliance and non-compliance*** with established guidelines for managing the agency. The Balanced Scorecard has several measures as well and will be reported to the Board regularly starting in 2016.

Adaptability: If nothing else, ***I'm adaptable!*** DRCOG is a multifaceted organization led by more than 50 elected officials covering nearly 5000 square miles of land ranging from very dense urban areas to rambling, scenic rural vistas. During my tenure at DRCOG, I've learned to accept difference as just that – difference, not a problem. While we can't be prepared for every possibility, staff and I ***anticipate problems and prepare backup plans*** to address issues. We work to remember the culture we're creating which means keeping an open mind and committing ourselves to ongoing learning.

Achievement, drive/initiative: My goal has always been for ***DRCOG to be identified by others as a leader and model*** in regional and transportation planning, as an innovative and hard driving advocate for seniors, and as a partner in making the Denver metropolitan area a great place to live. I ***stay alert for ways to make things work better***. I'm the first to adopt and implement new policies. I look for ways to ***simplify processes, save money and reduce costs***. I reach out to peers and staff who need help. I research subject matter and I deal with problems immediately.

More than 5 years ago, ***I described a concept I called the "Boomer Bond"*** to staff and asked them to develop a program to help communities become more age-friendly. Today, ***nearly a dozen member governments are in some phase of implementing*** the Boomer Bond. The program has ***received financing from AARP*** and just ***won the National Association of Area Agencies on Aging's Innovation Award***.

Because of the ***forward leaning approach I've fostered*** at DRCOG, AARP national headquarters asked me to ***contact my MPO and COG peers and co-host with them a forum*** this summer to discuss how we've incorporated age-friendly principles into our work as an AAA, MPO and COG. Several peer regions including ***Atlanta, Phoenix, Boston, Kansas City, and Sacramento*** will be joining us in Denver so they too can become leaders in this area.

Another example is the ***tenacity put toward getting change*** in the reauthorization of the Older American's Act. While work remains to be done, we did ***achieve a better financial outcome*** for Colorado and ***persuaded our Senators*** to file a floor statement demanding more change in the next authorization.

I've worked with the Board, staff and CDOT to accept fees for modeling services. Too often, when the model produces numbers for a consultant which are called into question, the response from consultants is frequently, "it's DRCOG's model" without further specifying the program and variable changes they made to the model. Keeping the model in house and accepting fees to cover running the model, we ***maintain DRCOG's unblemished reputation***.

I have been interested for 4-5 years in **establishing true coordinated transportation** in the region. This was borne from a frustration DRMAC had been unable to do so with both TIP and other funding. **From my recommendation, DRCOG is in the process of transitioning DRMAC and its funding into the organization** to improve transportation services for disabled, seniors, and low income individuals.

I provided input several times to the Congressional Delegation on authorization of the federal transportation bill, helped **coordinate a dinner with the Colorado Transportation Commission**, and **met with USDOT Secretary Foxx** concerning Denver's Smart Cities grant application. We have **grown the Denver metro area's Bike To Work Day into the second largest in the nation**, in part through the partnership I created with the TMAs. Also, I **chair the Western Regional Alliance** – a group of MPOs and transit agencies - whose mission is to create a strategic vision and platform to promote global competitiveness with transportation as its backbone, and **participate and host meetings of the MPOs in the intermountain west**.

I asked staff to initiate a small communities survey to better support small member governments, **identified a grant finding service** which all members can search for funding opportunities, and received Board approval to **synchronize the annual budget and strategic initiatives**. Additionally, I audited classes to **maintain my Certified Senior Advisor status**, **participated in conferences** including those held by the National Association of Regional Councils, and **by the Governor's appointment**, participate in meetings of the **RAQC (Regional Air Quality Council) and the Strategic Action Planning Group on Aging**, was a guest speaker at the annual workshop of the Advisory Committee on Aging.

*** 19. The Executive Director demonstrates personal attributes that contribute to success in her role.**

True	More True than False	More False than True	False	Not applicable/Don't Know
<input type="radio"/>				

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

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

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

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

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

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

25. Additional comments:

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

Please click the 'Submit Responses' button below to ensure your feedback is recorded.

**Elise Jones
DRCOG Board Chair**



DRCOG Executive Director 2015-2016 Annual Performance Evaluation - Peer/Associate group

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

Numeric scores and verbatim comments will be shared in summary form only. Input from individual respondents is not tracked. **Please make sure to click 'Submit Responses'** at the end of the evaluation to ensure your input is recorded. The site will remain open until 5:00 p.m. Friday, June 10.

If you need assistance with the evaluation or have questions, please contact Jerry Stigall - email (jstigall@drcog.org) or phone (720.375.1742).

Thank you in advance for your participation.

Elise Jones
DRCOG Board Chair

DRCOG's Executive Director...

	True	More True than False	More False than True	False	Don't Know/Not Applicable
Is well regarded as having thorough knowledge and understanding of the profession by peers and associates.	<input type="radio"/>				
Represents the organization's mission and vision.	<input type="radio"/>				
Conveys a positive image of DRCOG.	<input type="radio"/>				
Is a valued strategic partner in working toward our common goals.	<input type="radio"/>				
Is credible and honest in communications.	<input type="radio"/>				
Resolves conflicts fairly.	<input type="radio"/>				
Is open and objective in making judgments.	<input type="radio"/>				
Demonstrates professionalism in performance of job.	<input type="radio"/>				
Serves as a knowledgeable spokesperson for DRCOG.	<input type="radio"/>				
Is open to suggestions, guidance, and change.	<input type="radio"/>				
Accepts responsibility for own actions and those of staff.	<input type="radio"/>				
Ably represents organization's position.	<input type="radio"/>				

Please provide comments below as needed.



DRCOG Executive Director 2015-2016 Annual Performance Evaluation - Direct Reports

You have been invited to participate in the annual performance evaluation for Jennifer. Please take a few minutes to provide your feedback. Numeric scores and verbatim comments will be shared in summary/combined form but responses from individual participants will not be tracked/provided

The evaluation will remain open until 5:00 p.m. Friday, June 10.

Click 'Submit Responses' at the end of the evaluation to ensure your input is recorded.

Contact Jerry if you have questions or need help.

Thank you,

Jerry

DRCOG's Executive Director...

	True	More True than False	More False than True	False	Don't Know/ Not Applicable
Supports the agency mission and represents DRCOG in a positive and effective manner with colleagues, members of the public and customers/clients.	<input type="radio"/>				
Effectively communicates (both verbally and in writing) to ensure that direct reports, coworkers and other stakeholders are informed regarding agency issues, liabilities and programs.	<input type="radio"/>				
Listens and gives consideration and feedback to the ideas of others.	<input type="radio"/>				

	True	More True than False	More False than True	False	Don't Know/ Not Applicable
Resolves disputes constructively.	<input type="radio"/>				
Works as part of a team, helping build consensus, sharing information and contributing to the overall success of the agency.	<input type="radio"/>				
Maintains a climate that attracts, retains, and motivates a highly qualified, diverse staff.	<input type="radio"/>				
Instills a strong service orientation culture.	<input type="radio"/>				
Takes prompt and effective action to address issues and reduce liabilities.	<input type="radio"/>				
Responds appropriately to critical incidents, emergencies, unexpected situations and anomalies.	<input type="radio"/>				
Is an effective coach, in giving praise and taking corrective action.	<input type="radio"/>				
Is open to suggestions, guidance, and change.	<input type="radio"/>				
Accepts responsibility for own actions and those of staff.	<input type="radio"/>				
Conveys a comprehensive sense of "the big picture" and how my division's work contributes to the success of that picture.	<input type="radio"/>				
Makes consistent and clear decisions (so I know what to expect).	<input type="radio"/>				
Is knowledgeable regarding the operations of a productive office environment.	<input type="radio"/>				
Builds morale among staff and volunteers.	<input type="radio"/>				

Please provide additional comments as needed in the space below.

ATTACH C

To: Chair and Members of the Performance and Engagement Committee

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

Meeting Date	Agenda Category	Agenda Item #
October 5, 2016	Informational	4

SUBJECT

This item concerns the capacity-building process and materials

PROPOSED ACTION/RECOMMENDATIONS

No action requested, this item is for information only.

ACTION BY OTHERS

N/A

SUMMARY

Beginning in March, DRCOG undertook a project to review and improve our onboarding and capacity building process and materials. The comprehensive review included evaluation of our approach for pre-boarding (setting expectations about serving), onboarding (getting new board directors up to speed and fully engaged as quickly as possible) and off-boarding (creating a feedback loop to look for ways to improve a process once in place).

Project Summary

We've defined a new process for all three phases, which includes new steps and support mechanisms, and are developing a new set of supportive resources and materials. Attached you'll find an overview of the new process, a list of resources and associated elements in various phases of development, along with a timeline for completion, as well as a copy of the proposed mentoring program, for review and discussion.

Among the highlights of this new process:

- Pre-boarding – redefined process and materials to help introduce DRCOG, educate about expectations and significance, with the goal of identifying and motivating the right persons to serve.
- On-boarding
 - New Welcome process
 - Improved packet, welcome committee (staff and directors), media release, director's bios on board portal
 - Mentoring program – request feedback on formalized process
 - New group orientation – includes streamlined and improved presentation as well as site visits to notable DRCOG projects – transportation, aging, transit-oriented development – request feedback on site visits
 - Refreshed short course materials to present overview of AAA, TPO and RPD, as well as Robert's Rules
 - In addition to existing video resources, new videos featuring board directors discussing real-life challenges and process at DRCOG

- Significant development and design changes recommended for board portal, making this the one-stop shop for anything and everything a board director needs to stay abreast of happenings at DRCOG
- Feedback surveys at 30, 90 and 180 days
- Off-boarding – Exit interview, survey to determine what we're doing well, and areas for improvement

Project Timelines

We're currently finalizing all redesigned materials and should have the majority available for introduction and implementation in November.

The board portal web platform will require significant development time and is expected to launch in the first quarter of 2017.

For a more detailed timeline on specific elements within the project, see Attachment 2.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

1. Overview of new capacity-building process
2. Capacity-building project timelines
3. DRCOG board mentoring program

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Douglas W. Rex, Director, Transportation Planning & Operations at (303) 480-6747 or drex@drcog.org; or Steve Erickson, Director, Communications and Marketing, at (303) 480-6716 or serickson@drcog.org

DRCOG BOARD OF DIRECTORS

NEW PROCESS FOR PRE-BOARDING, ONBOARDING AND OFF-BOARDING

(Items in **blue** are new. DRCOG staff seeks Performance and Engagement Committee recommendations for items in **purple**.)

PRE-BOARDING PROCESS AND STRATEGY

On an ongoing basis the executive director will meet with jurisdictions to present an overview of DRCOG, our mission and primary areas of focus, and to **build interest, excitement and motivation to encourage the right people to consider becoming a director of the DRCOG Board**. In addition to periodically meeting with all jurisdictions, the executive director will schedule ad hoc meetings with communities where there are immediate or forthcoming openings.

To support this effort:

- **Pre-boarding video clips**
(interviews with current directors)
- **Board director blueprint**
(lays out a series of professional and personal criteria for a community to use to identify the right fit for service on our board)

ON-BOARDING AND CAPACITY-BUILDING PROCESS

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

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

- A redefined and more personal **pre-arrival checklist** including:
 - New director receives a personal phone call from the executive director, who introduces the **mentoring process**
DRCOG staff requests discussion by and feedback from the Performance and Engagement Committee. See the handout labeled "DRCOG Board Mentoring Program."
 - **Introduction to mentor**
 - New and improved **welcome packet** (includes board portal info and login credentials)
 - Invitation to orientation session
 - Creation of **board director bio (form provided)**
 - **Press release** and **social media posts** about new director

- **Arrival**
 - **Mentor accompanies** the new director to first board meeting and **makes introductions**
 - **Welcome committee**
Staff and directors welcome the new board director via email and phone calls during the director's first month
 - **Photo** taken at first meeting for **director bio** on board portal page

- **Orientation**
 - New and improved **group orientation session**
 - **Revised presentation**
Less detailed, more compelling and interactive, includes video clips from current director interviews
 - **Field trip**
Site visits to notable projects or program locations, making the important work of DRCOG more real to new director.
DRCOG staff requests feedback and discussion of preferred length (such as two hours or four hours) as well as specific recommendations about locales (such as Denver Union Station or an aging facility within the region).
 - New and improved **short courses**
Provide overviews of Robert's Rules, Area Agency on Aging, Transportation Planning and Operations, Regional Planning and Development (including Metro Vision)
 - New **collateral materials**
Provide quick reference to DRCOG programs and initiatives. Include a program inventory sheet as well as a series of one-page informational pieces, similar to our Denver Region Visual Resources (DRVR) flier.

- **Ongoing capacity-building**
 - **Board portal enhancements**
Redesign of board portal site to improve user experience and enhance content. Will provide quick access to new materials, board news and events, video content.
 - New director **feedback surveys** at 30, 90 and 180 days
 - **Mentorship** through the first year
DRCOG staff invites discussion regarding the level of formality desired for this process. See the handout labeled "DRCOG Board Mentoring Program."

OFF-BOARDING PROCESS

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

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

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

DRCOG BOARD OF DIRECTORS
CAPACITY-BUILDING PROJECTS TIMELINE

PRE-BOARDING		
	Board director blueprint	Expected to be completed Oct. 15, 2016
	Pre-boarding video clips	Complete
	Pre-boarding presentations (short and long)	Expected to be completed Dec. 1, 2016
WELCOME PROCESS		
	Welcome checklist	Complete
	Bio survey form	Complete
	New board director packet/materials	Expected to be completed Dec. 1, 2016
	Mentoring program outline	Complete DRCOG staff requests feedback from Performance and Engagement Committee
	Feedback surveys (30-, 90-, 180-day)	Expected to be completed Oct. 15, 2016
	Press release template	Complete
GROUP ORIENTATION		
	Group orientation PowerPoint	Expected to be completed Nov. 1, 2016
	Group orientation site visit plan	Expected to be completed Nov. 1, 2016 DRCOG staff requests feedback from Performance and Engagement Committee
	Short courses (Robert’s Rules, Area Agency on Aging, Regional Planning and Development, Transportation Planning and Operations)	Expected to be completed Nov. 15, 2016
	Program inventory sheet	Expected to be completed Oct. 15, 2016
	Program briefs (as many as 10)	Expected to be completed Dec. 30, 2016
	Board portal redevelopment	Expected to be completed Feb. 1, 2017
	Video production (for use in all phases)	Complete
OFF-BOARDING		
	Exit interview template	Expected to be completed Nov. 1, 2016
	Post-term survey	Expected to be completed Nov. 15, 2016

DRCOG BOARD OF DIRECTORS

NEW PROCESS FOR PRE-BOARDING, ONBOARDING AND OFF-BOARDING

INTRODUCTION: WHY MENTORING?

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

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

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

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

The benefits of mentoring for a new board director include:

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

The benefits to existing board directors who become mentors are:

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

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

- Retention of board directors
- A more cohesive board

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

DRCOG BOARD MENTORING PROGRAM STRUCTURE

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

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

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

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

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

QUICK GUIDE TO DRCOG MENTORING ACTIVITIES

Time: Nine hours during six months

Method: In person, online, via telephone

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

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

ROADMAP FOR DRCOG MENTORING ACTIVITIES

Time: Nine hours during six months

Method: In person, online, via telephone

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

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

EVALUATION

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