

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, September 1, 2021
→ 5:30 p.m. ←**
VIDEO/WEB CONFERENCE
Denver, CO

1. Call to Order

CONSENT AGENDA

2. Move to Adopt the Consent Agenda
 - August 4, 2021 meeting summary
(Attachment A)

INFORMATIONAL BRIEFING

3. Discussion of Board Workshop agenda items as possible topics for upcoming Board meetings
(Attachment B) Douglas W. Rex, Executive Director
4. Follow-up on DRCOG's executive director annual performance evaluation process
(Attachment C) Randy Arnold, Director, Human Resources

ADMINISTRATIVE ITEMS

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

****The start time for this meeting is approximate. The meeting will begin at the conclusion of the prior Board Work Session**

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



ATTACH A

SUMMARY
PERFORMANCE AND ENGAGEMENT COMMITTEE
Wednesday, August 4, 2021

Members Present:

Steve Conklin, Chair	Edgewater
Aaron Brockett	Boulder
William Lindstedt	Broomfield
Randy Weil	Cherry Hills Village
Kevin Flynn	Denver
George Lantz	Greenwood Village
Joan Peck	Longmont
John Diak	Parker

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

Chair Conklin called the meeting to order at 5:45 p.m. with a quorum present.

Move to adopt the consent agenda

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

Items on the consent agenda included:

- Summary of the July 7, 2021 Performance and Engagement Committee meeting.

Update on the 2021 Board Workshop

Doug Rex informed the directors of the need to have a discussion on whether to move forward with the Workshop as planned. Due to concerns about the spread of the COVID-19 delta variant, staff worried about safety and in-person attendance. After a thoughtful discussion amongst members, it was decided that for the safety of members for staff to postpone the event. The event is now planned to take place in the early 2022.

Discussion on the process for selecting DRCOG representatives to the Front Range Passenger Rail District Board of Directors

Jacob Riger provided an overview of the selection process to the committee. DRCOG has been a member of the Southwest Chief & Front Range Passenger Rail Commission since 2017. SB-238 will replace the Rail Commission with a Front Range Passenger Rail District in 2022. The new District, whose boundary stretches from Wyoming to New Mexico along the I- 25 corridor will have a 24-member board of directors (17 voting members). DRCOG will appoint four directors and those appointments are due by March 1, 2022. The new District will convene its first meeting no later than May 15, 2022. SB-238 specifies certain requirements and guidelines for DRCOG's appointment of district directors.

Members of the committee agreed with staff's suggestion that the Nominating committee would be the most appropriate group to recommend to the Board the members to serve on

Performance and Engagement Committee Meeting Summary

August 4, 2021

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Rail Commission Board. There was also consensus that the next Nominating committee (to be seated in November 2021) is best positioned to make the recommendation.

DRCOG's executive director 2020-2021 annual performance evaluation process

Randy Arnold, Director, Human Resources, provided a brief overview of the process to the committee. The executive director's employment evaluation typically occurs annually in October. In preparation for this year's executive director performance evaluation at the October 6 P&E meeting, staff provided the committee with multiple documents for review:

- 2020 - 2021 executive director performance objectives
- Evaluation survey to be completed by the Board of Directors
 - This survey is set to be sent on September 7th and remain open until the 21st
- Evaluation by direct reports of the executive director
 - The same survey sent to directors will be sent to direct reports with the same timeline
- Evaluation survey for peer partners (CDOT, E-470, RTD, and other MPOs)
 - This survey will be due in October

Report of the Chair

There was no report from the chair.

Report of the Executive Director

There was no report from the executive director.

Other Matters by Members

There were no matters from members.

Next Meeting – September 1, 2021

The meeting adjourned at 6:34 p.m.

ATTACH B

To: Members of the Performance and Engagement Committee

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

Meeting Date	Agenda Category	Agenda Item #
September 1, 2021	Informational Briefing	3

SUBJECT

Board Workshop agenda items as possible topics for upcoming Board meetings.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

As you know, the 2021 Annual Board Workshop has been postponed until the first quarter of 2022. At the September 1 meeting, staff would like to have a discussion with the Committee about the possibility of scheduling planned Workshop agenda items for upcoming Board meetings. Additionally, staff would like to have a preliminary conversation about a 2022 workshop date and any possible location ideas.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

Planned 2021 Board Workshop Agenda (Postponed)

ADDITIONAL INFORMATION

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

2021 BOARD WORKSHOP

DRAFT AGENDA

Aug. 27-28, 2021

Denver Regional Council of Governments offices

1001 17th St.

Denver, CO 80202

Friday afternoon

11:30 a.m. – 1 p.m. Joint DRCOG Board and Advisory Committee on Aging meeting

Come for lunch and learn how DRCOG's Area Agency on Aging is positioning itself to strategically diversify its funding to better serve older adults.

Mini sessions

(Participants can attend at least two sessions.)

1:15 – 2:30 p.m. Session 1

Track 1: Transportation Improvement Program 101

Track 2: Area Agency on Aging services

Track 3: Greenhouse gas emissions: Greenhouse gas laws, rules and DRCOG

2:45 – 4 p.m. Session 2

Track 1: Transportation Improvement Program 101

Track 2: Area Agency on Aging services

Track 3: Greenhouse gas emissions: Greenhouse gas laws, rules and DRCOG

Friday evening

4:30 – 7 p.m. Social time

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

DRCOG Board Chair remarks (5 p.m.)



Saturday

7:30 a.m.

Breakfast

8:30 – 10 a.m.

Greenhouse gas mitigation: A peer review

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

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

Representatives from peer regional councils will share the critical role their organizations play in mitigating greenhouse gasses and reveal strategies for reducing emissions.

10:15 – noon

Five-year strategic plan for DRCOG

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

Noon – 1 p.m.

Lunch (speaker to be announced)

1 – 3:30 p.m.

From Regional Transportation Plan to Transportation Improvement Program

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

ATTACH C

To: Chair and Members of the Performance & Engagement Committee

From: Douglas W. Rex, Executive Director
303-480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
September 1, 2021	Informational Briefing	4

SUBJECT

This item is a follow-up to last month's discussion related to DRCOG's executive director 2020-2021 annual performance evaluation process.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

Per the employment contract, the executive director's employment evaluation is to occur at least annually in October. Last month, Randy Arnold, DRCOG's Human Resources director, outlined the proposed evaluation process. The purpose of this agenda item is to provide an opportunity for committee members to ask any additional questions they may have about the process and/or datapoints to be used in the evaluation.

PREVIOUS DISCUSSIONS/ACTIONS

[August 4, 2021 - Performance & Engagement Committee](#)

PROPOSED MOTION

N/A

ATTACHMENTS

1. 2020-2021 executive director performance objectives
2. DRCOG Executive Director evaluation questions (Board Directors)
3. DRCOG Executive Director evaluation questions (Direct reports)
4. DRCOG Executive Director evaluation questions (Peer group)

ADDITIONAL INFORMATION

If you have questions about the Executive Director Annual Evaluation, please contact Randy Arnold, Director, Human Resources, at 303-480-6709 or ramold@drcog.org.

DRCOG Executive Director 2020-2021 Performance Objectives

Improve Regional Collaboration of the DRCOG Board

Measures:

- o Members scale score
- o Community Involvement & Collaboration scale score

Source: Board Collaboration Assessment. The score for this measure comes from the Members section of the assessment.

Increase and Diversify Funding

Measures:

- o Change in Revenue
- o Financial Executive Policy Compliance score
- o Successful Audit

Source: Actuals from DRCOG Fin. Director

Enhance Strategic Partnerships

Measures:

- o Partner strategy meetings - This quarterly measure reports the number of partner strategy meetings attended by DRCOG's Executive Director, i.e. CDOT, RTD, NWFRMPO, PPACG.
- o Feedback Score from Partner Peers-Associates

Source: monthly/quarterly report maintained by Exec Dir.

Improve Outreach to DRCOG Member Governments

Measures:

- o 1 on 1s with Board directors
- o Value of services composite score – **recommend using Membership Value score only** from Collaboration Assessment

Source: monthly/quarterly report maintained by Exec Dir.

Maintain Employee Culture

Measures:

- o Executive Director section scale score
- o Leadership composite
- o Management composite
- o Satisfaction section scale score

Source: Employee Engagement & Satisfaction survey



DRCOG Executive Director Annual Performance Evaluation 2020-2021 - Board Directors

DRCOG Board Directors are invited to provide feedback in the annual performance evaluation for the Executive Director of the Denver Regional Council of Governments (DRCOG), Douglas W. Rex. Your candid and balanced feedback will provide the most value. All individual responses are confidential. Only the Chair of the Performance & Engagement Committee and DRCOG's Director of Organizational Development have access to individual responses in case follow-up is needed for clarification. Please take a few minutes to provide your input.

Overview

There are a total of **eight rating questions** in the evaluation scored on a five-point scale **followed by comment boxes** for strengths and development areas. The left side, middle and right side of the scale are labeled as; **Exceeds Expectations, Meets Expectations, Needs Improvement** respectively. Each main section contains an introductory paragraph and a select group of *indicators* for each area evaluated. Please review this information before answering the single question for each section. Estimated time to complete the survey is up to 15 minutes, depending on the extent of comments made.

Accessing the evaluation

The Executive Director's evaluation can only be accessed through the email inviting you to participate. Please allow approximately 15 minutes in order to complete the assessment in one sitting.

If you need assistance, please contact Randy Arnold, rarnold@drcog.org.

Remember to **click *Submit Responses*** at the end of the survey to record your input.

The site closes at 5:00 p.m. Tuesday, September 21

Thank you for your participation!

Steve Conklin

SConklin@edgewaterco.com

DRCOG Performance & Engagement Committee Chair

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.

The Executive Director:

- Has worked with the board to develop a clear mission and vision for the organization;
- Understands his or her own leadership role;
- Working with the board, translates the organization's mission into realistic goals and objectives;
- With input from the board and staff, has created an effective process for long-range, strategic planning for the organization;
- Understands the organization changes that are needed in order to accomplish the organization's mission and realize its vision;
- Successfully implements Board goals and policies throughout the organization;
- Has made progress in furthering organizational goals established by the board during his or her last performance period.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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.

The Executive Director:

- Selects and cultivates qualified senior staff;
- Models effective behaviors and skills;
- Builds morale among staff and volunteers;
- Is knowledgeable regarding the operations of a productive office environment;
- Ensures compliance with all legal and regulatory requirements;
- Responds appropriately to unanticipated or difficult situations;
- Maintains a climate that attracts, retains, and motivates a highly qualified, diverse staff;
- Adequately prepares Board members by developing agendas with adequate discussion time;
- Instills a strong service orientation culture.

Ensures that there are appropriate systems in place to facilitate the day-to-day operations of the organization in the areas of:

- Development and delivery of programs
- Policy development
- Administration and operations
- Resource development

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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.

The Executive Director:

- Demonstrates substantive knowledge regarding the organization's programs and services;
- Works with the board to develop appropriate policies to ensure the successful outcomes of programs;
- Ensures that staff manages these programs within time and budget constraints;
- Through effective oversight and staffing, sets high standards of quality for the organization's programs;
- Recommends new programs and the modification or discontinuance of current programs, as appropriate, to the board.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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.

The Executive Director:

- Is clear about the differences between their role and the role of the Board;
- Is treated as a respected professional by directors of the Board;
- Has been delegated the authority necessary to manage the organization effectively;
- Raises issues and questions and provides adequate information to inform board discussion;
- Provides appropriate, timely information to the Board on relevant organizational issues;
- Works effectively with the Board as a holistic governing body;
- Takes direction from full Board vs. individual directors;
- Creates a climate that welcomes the input and participation of all Board directors.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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 Executive Policy 8 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 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.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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 Executive Committee and committee chairs who are responsible for specific aspects of organizational governance;
- Board has appropriate access to staff with technical expertise when needed.
- Staff is responsive to Board requests for information and feedback from official meetings.

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

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

External Liaison and Public Image - The Executive Director and Board directors are key players in establishing and maintaining positive relationships with the many groups that support the work of DRCOG.

The Executive Director:

- Maintains a positive professional reputation in the local community;
- Is a good ambassador;
- Serves as a knowledgeable spokesperson for DRCOG;
- Represents the organization's mission and vision;
- Is well regarded as having thorough knowledge and understanding by his or her professional peers in the organization's area of focus.

Cultivates effective relationships with:

- Community and business leaders
- Key partners
- Constituents/Stakeholders
- Public officials
- Relevant professional organizations

The Executive Director serves the role well as DRCOG ambassador and projects a favorable public image for the organization.

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

How can the Executive Director improve in this area? 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.

The Executive Director demonstrates:

- **Self management, self-awareness, self-confidence** - Knowing one's strengths and limits and managing relationships to productive outcomes; 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.

The Executive Director demonstrates personal attributes that contribute to success in the role.

Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs	Needs Improvement	Not applicable/Don't Know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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.

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

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

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

Additional comments:

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

Please ***click Submit Responses*** below to ensure your feedback is recorded.

Steve Conklin

DRCOG Performance & Engagement Committee Chair



DRCOG Executive Director Annual Performance Evaluation 2020-2021 - Direct Reports

The following is the annual performance assessment for DRCOG's Executive Director. As a direct report, you have been invited to participate in providing feedback. All individual responses are confidential and no input is tracked to the individual completing the assessment. Only summary information and results will be shared.

Please take a few minutes to provide your input. The site will remain open until **5:00 p.m. Tuesday, September 21.**

If you need assistance, please contact Randy Arnold (rarnold@drcog.org).

Thank you,

Steve Conklin

DRCOG Performance & Engagement Committee Chair

1. The Executive Director:

	Exceeds Expectations	Exceeds/Meets	Meets Expectations	Meets/Needs Improvement	Needs Improvement	N/A- Don't Know
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Supports the agency mission and represents DRCOG in a positive and effective manner with colleagues, members of the public and customers/clients.



	Exceeds Expectations	Meets Expectations	Needs Improvement	N/A- Don't Know
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"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Listens and gives consideration and feedback to the ideas of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Resolves disputes constructively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains a climate that attracts, retains, and motivates a highly qualified, diverse staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Instills a strong service orientation culture.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Takes prompt and effective action to address issues and reduce liabilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Exceeds Expectations	Meets Expectations	Needs Improvement	N/A- Don't Know
Responds appropriately to critical incidents, emergencies, unexpected situations and anomalies.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is an effective coach, in giving praise and taking corrective action.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is open to suggestions, guidance, and change.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accepts responsibility for own actions and those of staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<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"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Makes consistent and clear decisions (so I know what to expect).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is knowledgeable regarding the operations of a productive office environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Builds morale among staff and volunteers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Please provide comments as needed to support your ratings above.



DRCOG Executive Director Annual Performance Evaluation 2020-2021 Peer/Associate group

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

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. Tuesday, September 21.

If you need assistance with the evaluation or have questions, please contact Randy Arnold (rarnold@drcog.org).

Thank you in advance for your participation.

Steve Conklin

SConklin@edgewaterco.com

Chair, Performance & Engagement Committee

DRCOG's Executive Director...

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

Please provide comments below as needed.