

AGENDA
PERFORMANCE AND ENGAGEMENT COMMITTEE
WEDNESDAY, September 2, 2020
→ 5:30 p.m. ←**
VIDEO/WEB CONFERENCE
Denver, CO

1. Call to Order

CONSENT AGENDA

2. Move to Adopt the Consent Agenda
 - July 1, 2020 meeting summary
(Attachment A)

INFORMATIONAL BRIEFINGS

3. Update on the 2020 Metro Vision Awards Celebration
(Attachment B) Steve Erickson, Director, Communications and Marketing
4. Follow up to the 2020 DRCOG Board Director Collaboration Assessment
(Attachment C) Jerry Stigall, Director, Organizational Development
5. DRCOG's Executive Director 2019-2020 annual performance evaluation process
(Attachment D) Jerry Stigall, Director, Organizational Development

ADMINISTRATIVE ITEMS

6. Report of the Chair
7. Report of the Executive Director
8. Other Matters by Members
9. **Next Meeting – October 7, 2020**
10. 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.



SUMMARY
PERFORMANCE AND ENGAGEMENT COMMITTEE
Wednesday, July 1, 2020

Members Present:

Kevin Flynn, Chair	Denver
Aaron Brockett	Boulder
William Lindstedt	Broomfield
Randy Weil	Cherry Hills Village
Steve Conklin	Edgewater
George Lantz	Greenwood Village
Jacob LaBure	Lakewood
John Diak	Parker
Herb Atchison	Westminster
Bud Starker	Wheat Ridge

Others present: Doug Rex, Executive Director; Steve O'Dorisio, Adams County; Jason Gray, Castle Rock; and DRCOG staff.

Chair Flynn called the meeting to order at 5:30 p.m. with a quorum present.

Move to adopt the consent agenda

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

Items on the consent agenda included:

- Summary of the June 3, 2020 Performance and Engagement Committee meeting.

Discussion of 2020 Vision Awards Celebration

Amber Leberman, Manager, Communications and Marketing, presented new celebration options to the committee. This year's event was originally scheduled for April 22 at Empower Field at Mile High, then postponed indefinitely due to COVID-19, with a hold on the venue for a September date. At the June 3 Performance and Engagement committee meeting, staff presented options for the awards program and most of the Performance and Engagement Committee members suggested DRCOG postpone the planned event until spring 2021. Ms. Leberman presented the committee with new options that included adding another slate of winners to DRCOG's current awardees and combining them into one event or hosting a second event in fall 2021. After discussion, it was agreed to hold the event in April 2021 recognizing the 2020 awardees.

Results of the 2020 DRCOG Board Director Collaboration Assessment

Jerry Stigall, Director, Organizational Development, provided background and current information to the committee. Since 2015, the DRCOG Board Collaboration Assessment has been utilized as a feedback mechanism allowing directors to voice their opinions about their experience at DRCOG as it relates to collaborative work and the achievement of

Performance and Engagement Committee Meeting Summary

July 1, 2020

Page 2

desired results. The 2020 survey concluded on June 26 and a report of the results was provided to the committee members for review.

Report of the Chair

Chair Flynn wanted to thank Steve, Amber, Jerry, and all staff involved for their work on rescheduling the awards celebration and the collaboration assessment. Additionally, Chair Flynn thanked the entire DRCOG organization for their continued work through the difficulties presented by COVID-19 impacts.

Report of the Executive Director

Executive Director Rex wanted to thank all the elected officials for their continued work and collaboration through the pandemic. He also informed the committee that the Board Workshop, which was scheduled for September, will be rescheduled for late Fall 2020.

Other Matters by Members

No other matters were discussed.

Next Meeting – August 5, 2020

The meeting adjourned at 6:10 p.m.

ATTACH B

To: Chair and 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 2, 2020	Informational Briefing	3

SUBJECT

Awards celebration update featuring new theme and logo

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

With the 2020 awards celebration postponed until April 2021, our communications and marketing division has been busy planning the details of our regional celebration, to be held at Empower Field at Mile High. In addition to securing the venue and working on other event aspects, the team has reworked the theme, which was “2020 Vision” and will no longer be apropos.

The event theme will be “Reunion” and is represented by the attached logo which represents coming together and rising up after (hopefully) emerging from the pandemic. The “petal” shapes, representing our different communities, converge in an arrow set against a rising sun to symbolize our reunion as a region.

PREVIOUS DISCUSSIONS/ACTIONS

At the July 1 Performance and Engagement committee meeting staff presented format and timing options for the awards program. This committee recommended we postpone the originally planned event until spring 2021, with largely the same in-person format and venue, Empower Field at Mile High.

PROPOSED MOTION

N/A

ATTACHMENT

Reunion Logo

ADDITIONAL INFORMATION

Should you have any questions regarding this item, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org; Steve Erickson, Director Communications and Marketing at 303-480-6716 or serickson@drcog.org



REUNION

DRCOG AWARDS CELEBRATION

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 2, 2020	Informational Briefing	4

SUBJECT

Follow up to the 2020 DRCOG Board Director Collaboration Assessment

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

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

The 2020 survey concluded on June 26. As discussed at the July P&E Committee meeting, staff will provide some ideas for the committee's consideration to focus on improvement in areas of the Authenticity and General Success sections.

PREVIOUS DISCUSSIONS/ACTIONS

July 1, 2020 P&E Committee meeting

PROPOSED MOTION

N/A

ATTACHMENT

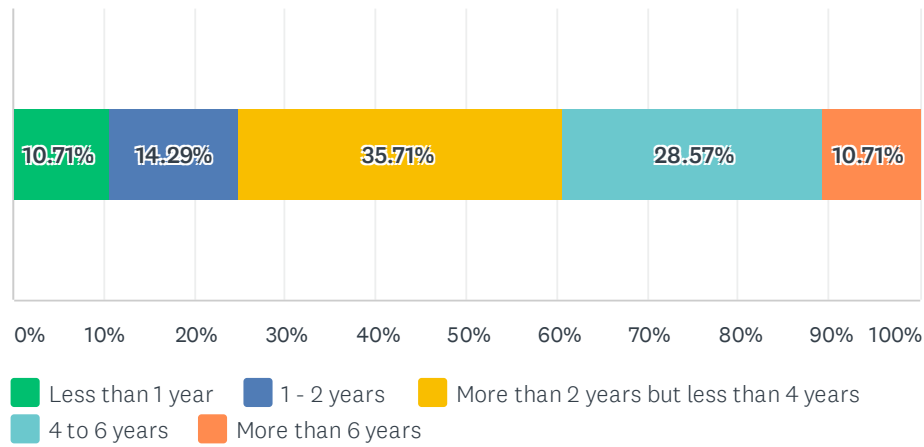
1. 2020 DRCOG Board Director Collaboration Assessment Results
2. DRCOG Board Director Collaboration Assessment Historical Results

ADDITIONAL INFORMATION

If you have questions about the assessment, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org; or Jerry Stigall, Director of Organizational Development, at 303-480-6780, or jstigall@drcog.org; or Randy Arnold, Director, Human Resources, at 303-480-6709 or rarnold@drcog.org.

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

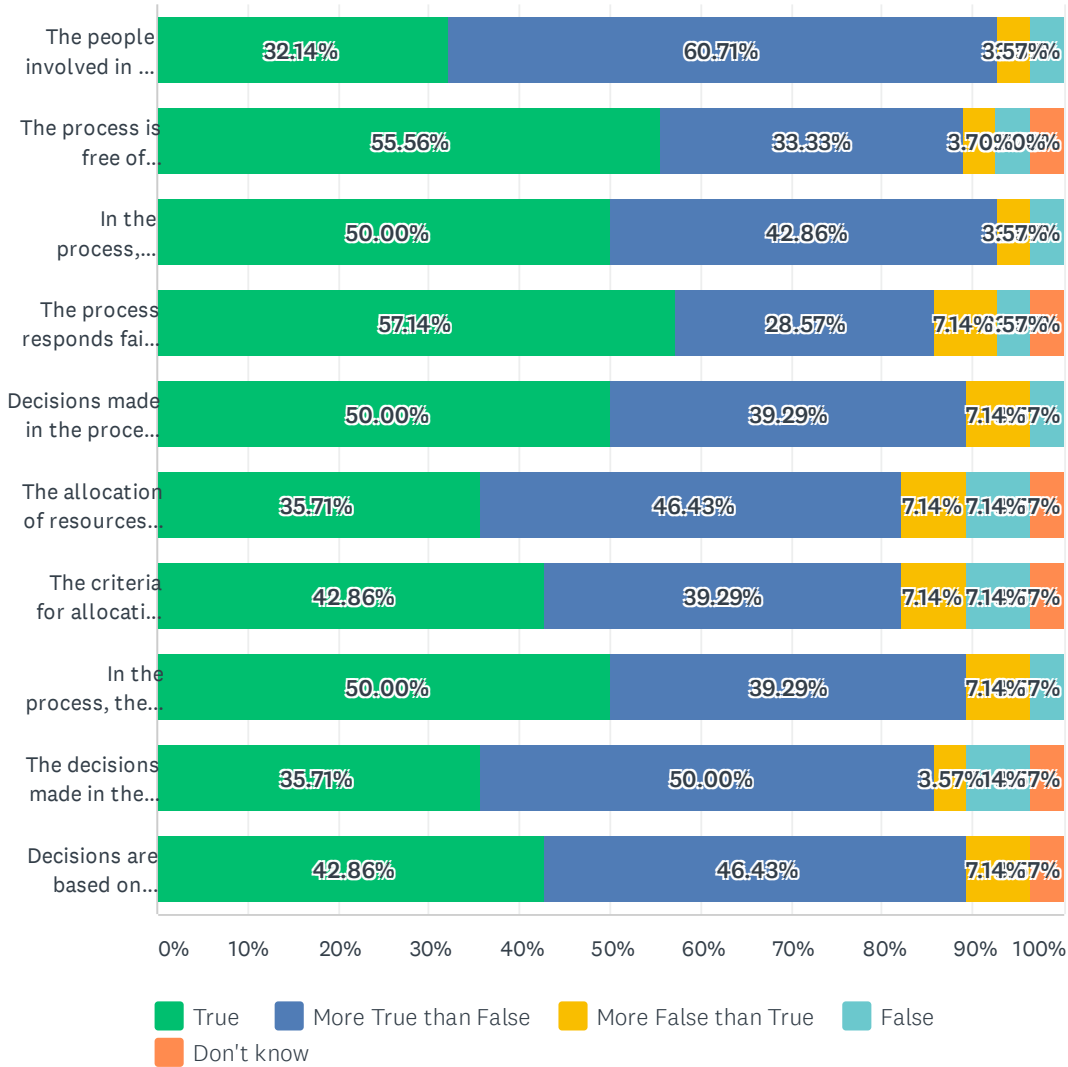
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ANSWER CHOICES	RESPONSES	
Less than 1 year	10.71%	3
1 - 2 years	14.29%	4
More than 2 years but less than 4 years	35.71%	10
4 to 6 years	28.57%	8
More than 6 years	10.71%	3
TOTAL		28

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

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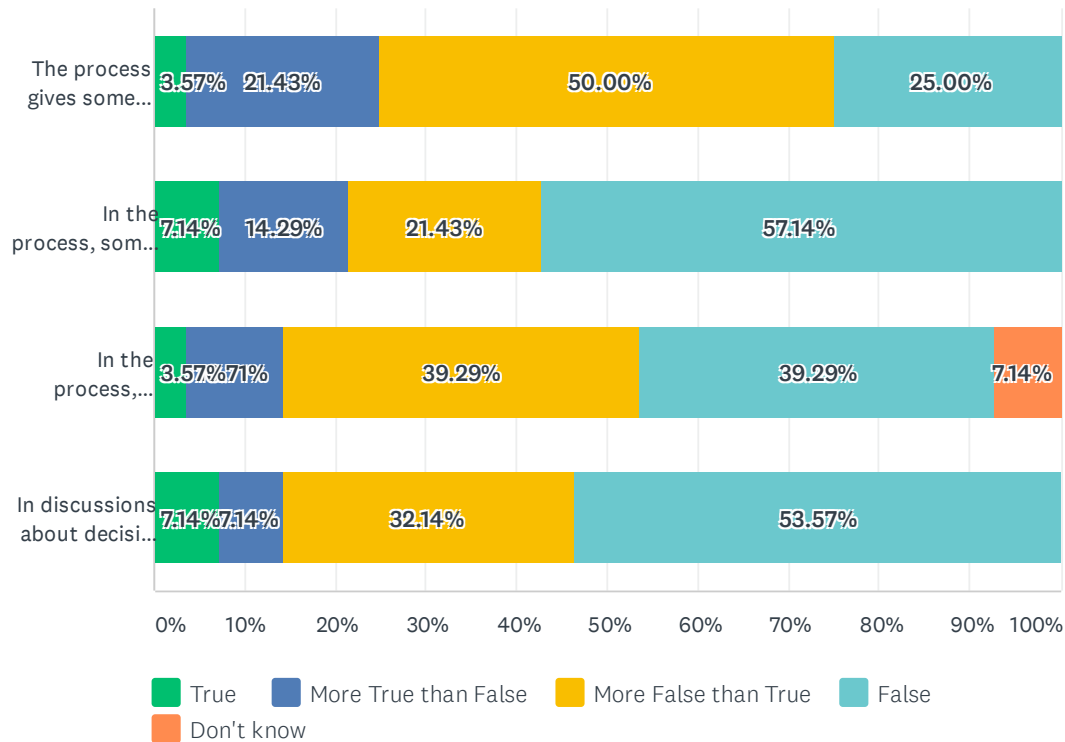


DRCOG Board Collaboration Assessment - 2020

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

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

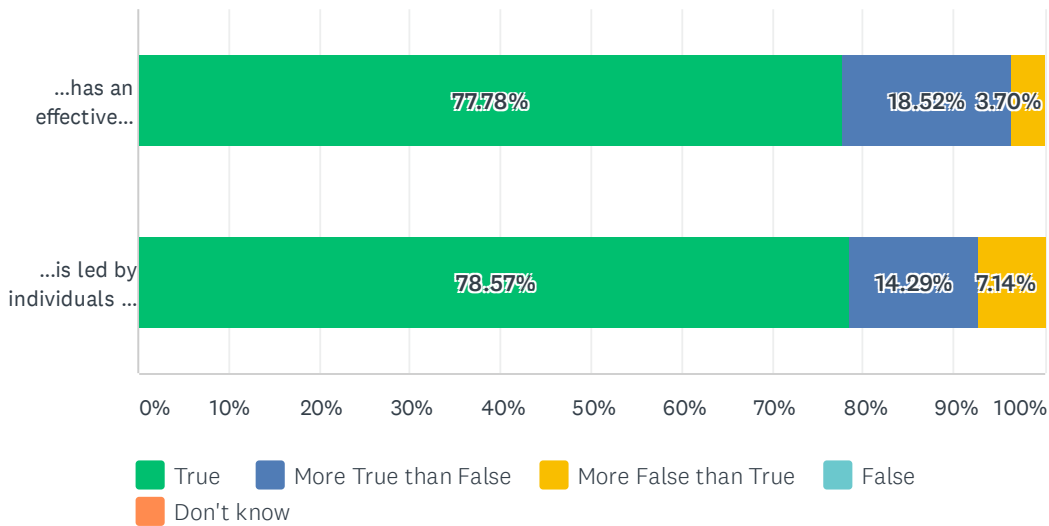
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
The process gives some people more than they deserve, while shortchanging others.	3.57% 1	21.43% 6	50.00% 14	25.00% 7	0.00% 0	28	2.96
In the process, some people's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

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

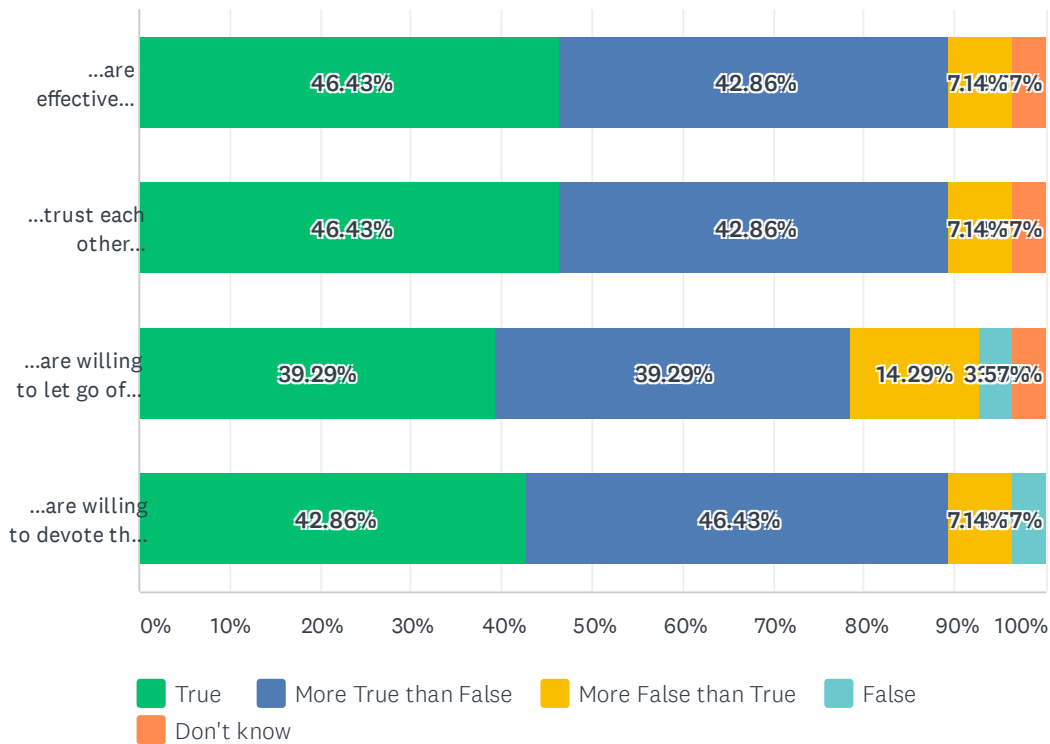
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...has an effective organizer/coordinator.	77.78% 21	18.52% 5	3.70% 1	0.00% 0	0.00% 0	27	3.74
...is led by individuals who are strongly dedicated to the Mission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

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

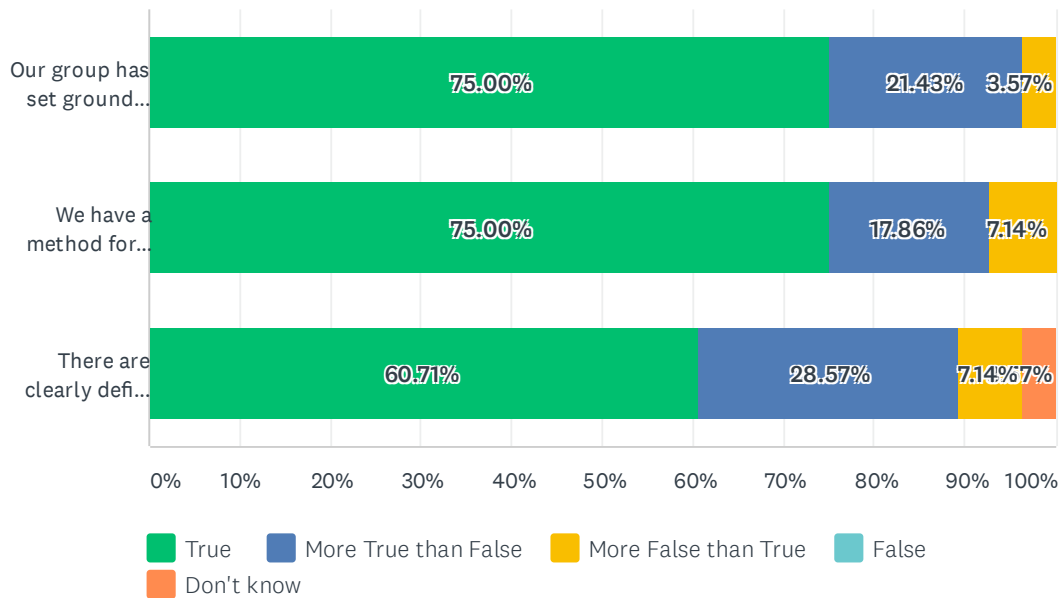
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
...are effective liaisons between their home organizations and our group.	46.43% 13	42.86% 12	7.14% 2	0.00% 0	3.57% 1	28	3.41
...trust each other sufficiently to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

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

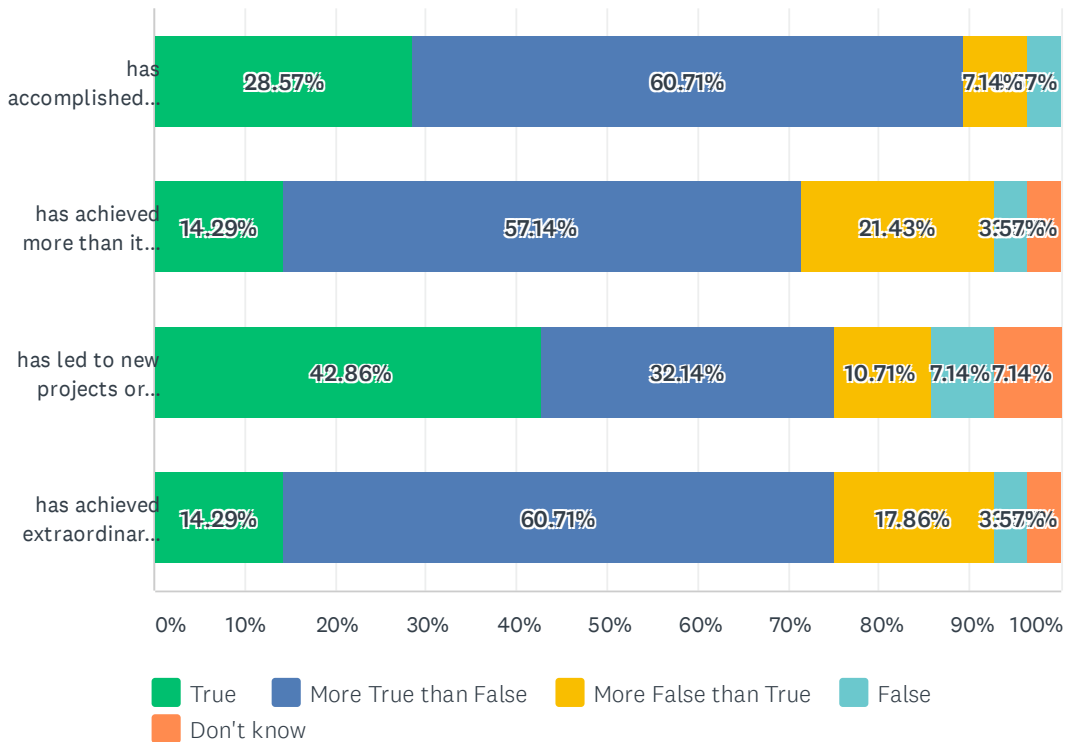
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
Our group has set ground rules and norms about how we will work together.	75.00% 21	21.43% 6	3.57% 1	0.00% 0	0.00% 0	28	3.71
We have a method for communicating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

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

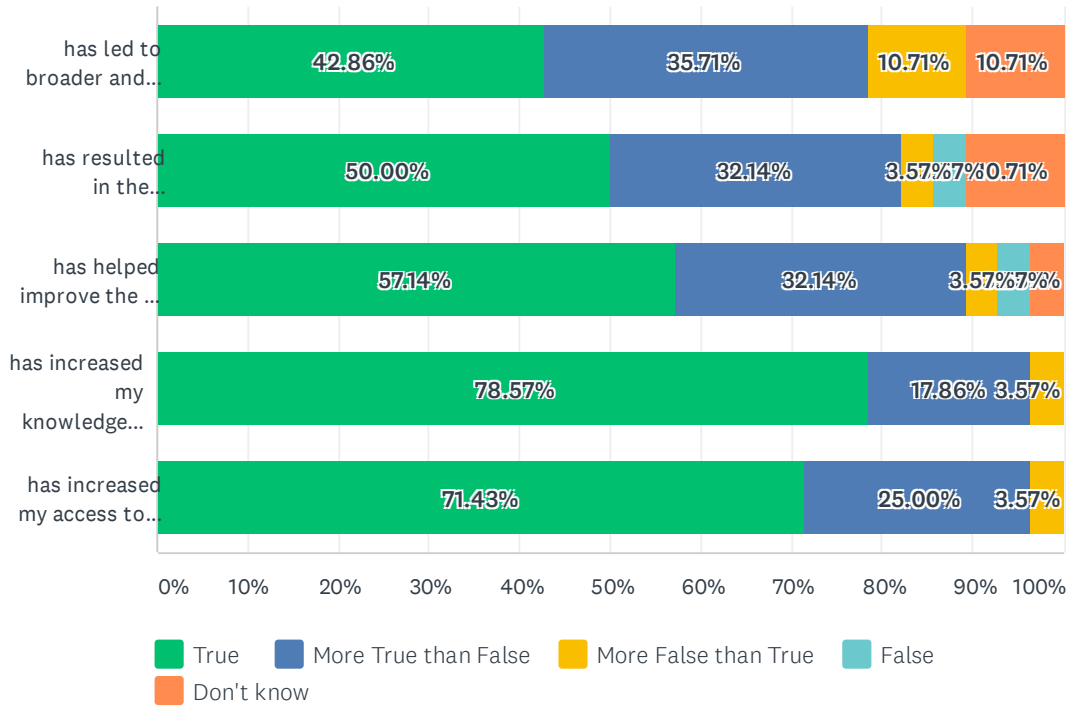
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has accomplished its specific objectives	28.57% 8	60.71% 17	7.14% 2	3.57% 1	0.00% 0	28	3.14
has achieved more than its original objectives.	14.29% 4	57.14% 16	21.43%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

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

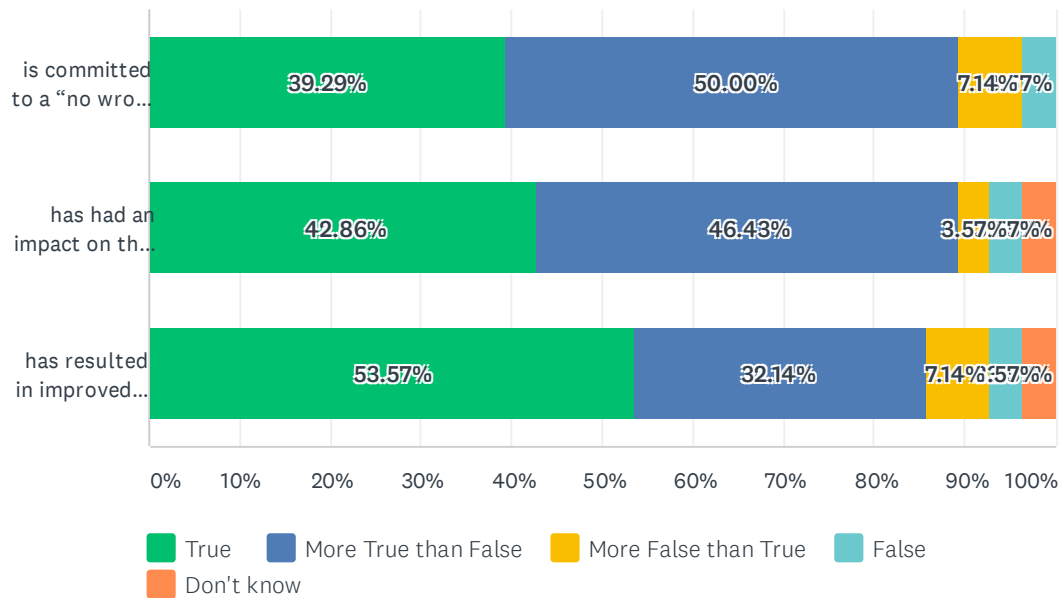
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has led to broader and more meaningful engagement of diverse partners.	42.86% 12	35.71% 10	10.71% 3	0.00% 0	10.71% 3	28	3.36
has resulted in the emergence of new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

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

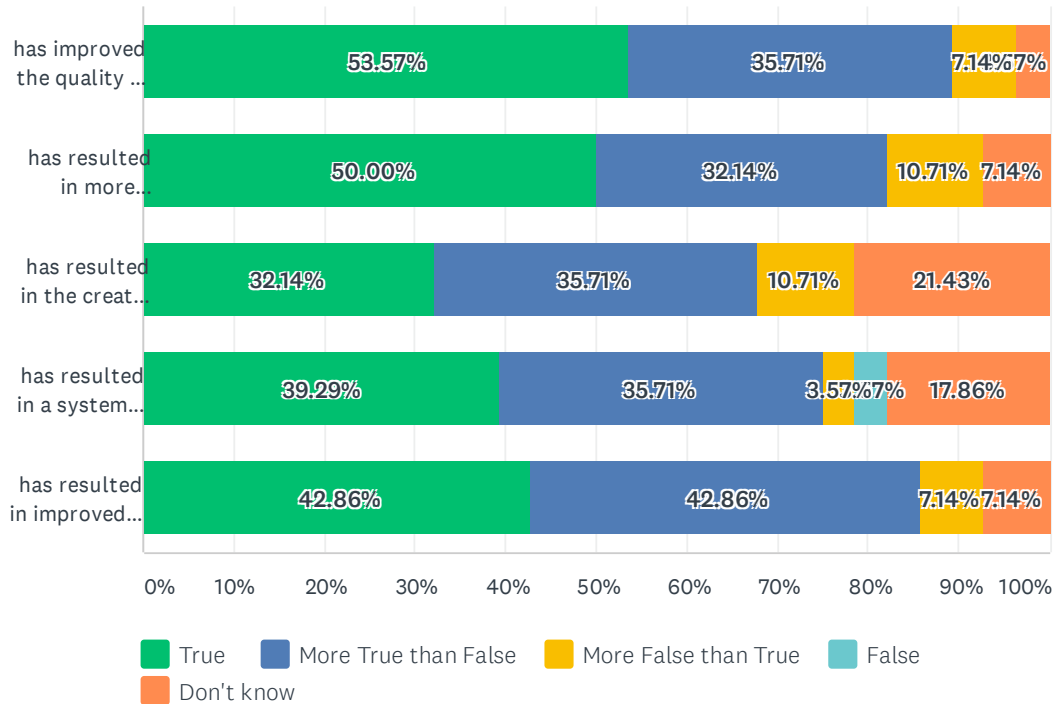
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
is committed to a "no wrong door" approach where any idea can be considered.	39.29% 11	50.00% 14	7.14% 2	3.57% 1	0.00% 0	28	3.25
has had an impact on the outcomes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

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

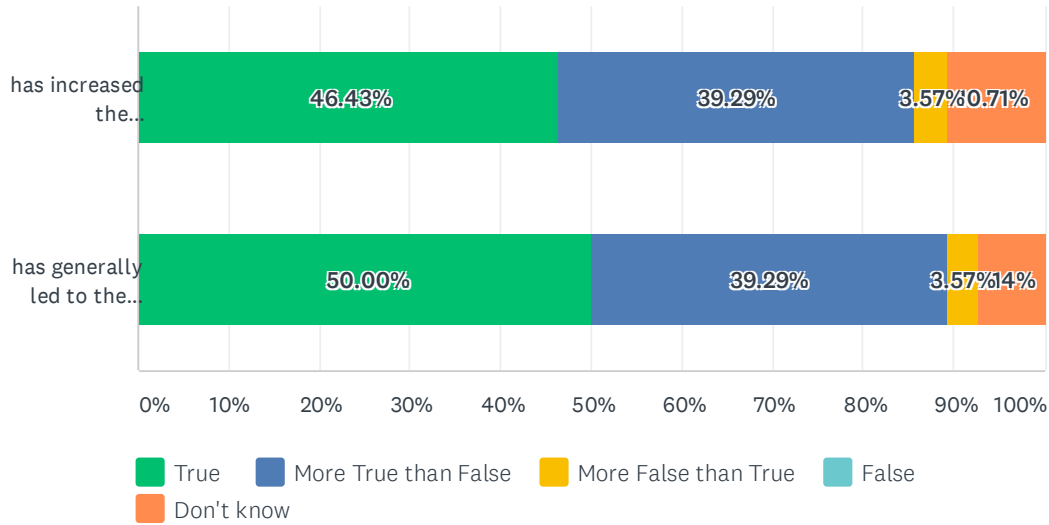
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has improved the quality of services for the population served.	53.57% 15	35.71% 10	7.14% 2	0.00% 0	3.57% 1	28	3.48
has resulted in more streamlined service provision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

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

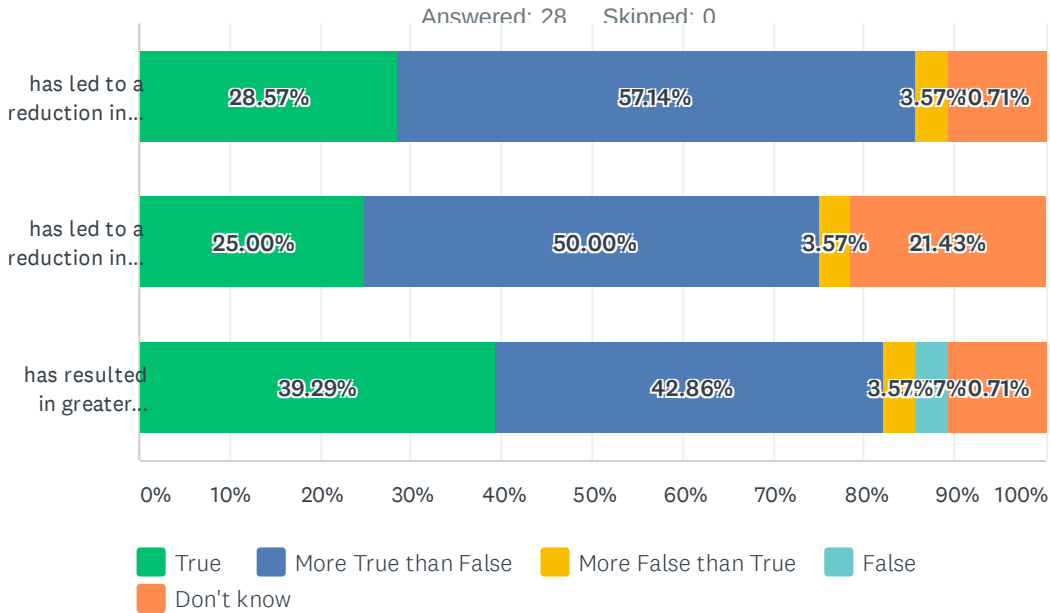
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	TRUE	MORE TRUE THAN FALSE	MORE FALSE THAN TRUE	FALSE	DON'T KNOW	TOTAL	WEIGHTED AVERAGE
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	46.43% 13	39.29% 11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

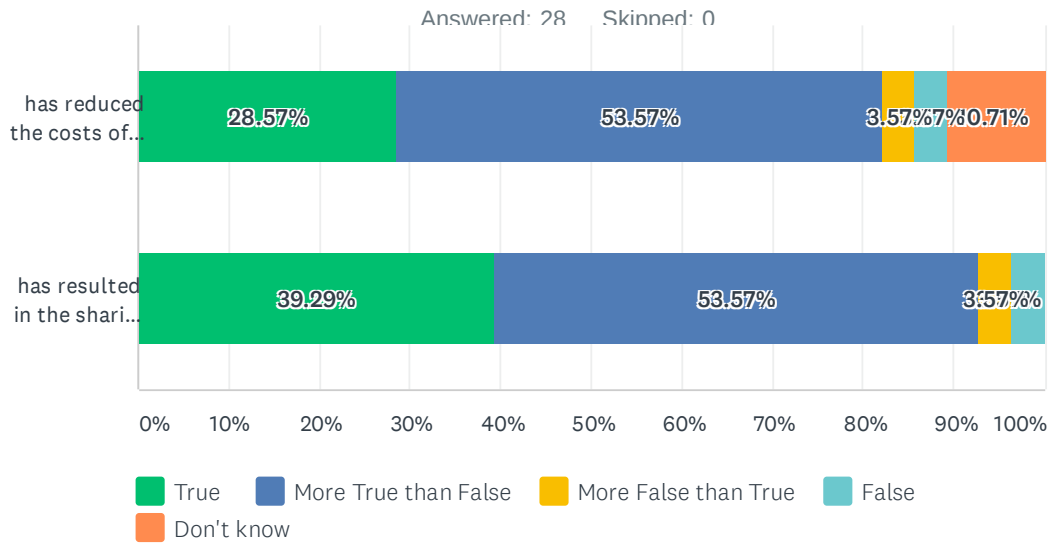
11. Duplication of Services refers to two qualities of duplication: a reduction in the duplication of services; and a reduction in the number of professionals providing services for the population served by DRCOG.

Our Collaborative...



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

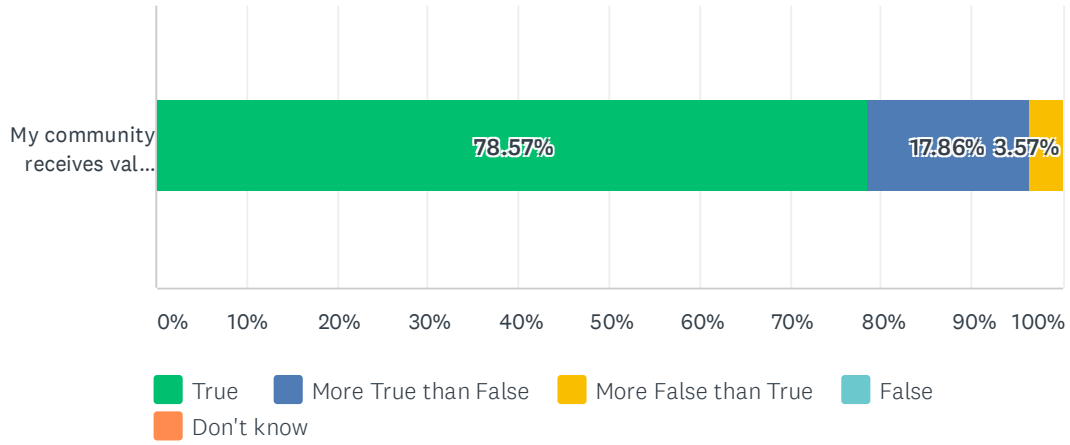
12. Costs refers to the extent to which members view the collaborative as reducing costs, either by reducing the costs of delivering services to the population served or by promoting a sharing of costs between jurisdictions/organizations participating in the collaborative. Our Collaborative...



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

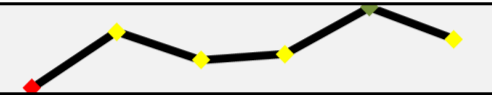




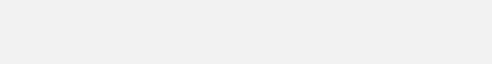
13. Membership Value

Answered: 28 Skipped: 0



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

	A	B	C	D	E	F	G	H	I	J
1	The results of the six completed annual DRCOG Board Collaboration assessment are below. Current results are in the right-hand column and the sparklines in the last column on the right indicate the overall trend for each item in a section. The low score is designated in red and the high score is designated in green. All other scores for other years are in yellow. A 4-pt scale scale use to score each item; True (4), More True than False (3), More False than True (2), False (1). Consistently throughout, the lowest score for any item appeared in the early stages of using this assessment. All of the lowest scores occurred within the first two years.									
2	DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	75% of repondents for 2020 had 2+ years experience on the DRCOG Board	
3	I. Structural Integrity refers to how Board Directors perceive the fairness of the collaborative process. A process that has high structural integrity applies criteria for making decisions and allocating resources in a fair and consistent manner, treats all members equitably, and allows sufficient opportunity for members to challenge and revise decisions.									
4										
5	The people involved in the process usually are focused on broader goals (outcomes) of the region, rather than individual agendas.	2.70	2.86	3.15	3.04	3.23	3.21			
6	The process is free of favoritism.	2.70	2.85	3.00	3.26	3.45	3.46			
7	In the process, everyone has an equal opportunity to influence decisions.	3.00	3.23	3.39	3.44	3.32	3.39			
8	The process responds fairly to the needs of its members.	2.70	3.20	3.18	3.42	3.47	3.44			
9	Decisions made in the process are based on fair criteria.	2.70	3.05	3.16	3.36	3.29	3.36			
10	The allocation of resources is decided fairly.	2.80	2.97	2.91	3.19	3.10	3.15			
11	* The criteria for allocations are fairly applied.	3.00	3.27	3.06	3.29	3.35	3.22			
12	* In the process, there is sufficient opportunity to challenge decisions.	2.80	3.29	3.50	3.40	3.63	3.36			
13	* The decisions made in the process are consistent.	2.70	3.00	3.19	3.12	3.43	3.19			
14	Decisions are based on accurate information.	2.90	3.10	3.35	3.43	3.23	3.37			
15	Scale/section average	2.80	3.08	3.19	3.30	3.35	3.33			
16	Responses	25	35	34	26	31	28			

DRCOG Board Collaboration Assessment Results	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
<p>II. Authenticity refers to the extent Board Directors perceive the collaborative process is free from undue outside influence. An authentic process is one where members are confident the group has the power to make independent judgments and evaluations of the issues, and can make decisions on how to respond to those issues that will be respected by all members as well as those in positions of authority.</p>								<p>2020: Authenticity, in addition to Structural Integrity represent the two most critical areas of good collaboration with Authenticity being the more significant of the two. The first time has historically been scored lower than all others in this section and the assessment in general. This may be 'socialized' by membership in that, "it is what it is" but would be worth exploring with members. Overall Process Quality Score: This score is the combination of the average of Structural Integrity items and Authenticity items and reports the overall quality of the collaborative process. Research in 'procedural justice' indicates that approximately 70% of people involved in an outcome/decision from a process will support the outcome even if the result is not in their favor as long as the process is seen as having structural integrity and is seen as authentic. In light of the 2020 results, they line up with the research in that 75% of respondents seem to support the results of the process while 25% had a more negative view of authenticity. The lower scores in this section are from DRCOG directors with 4-6 years of DRCOG board experience.</p>
* The process gives some people more than they deserve, while shortchanging others.	2.70	3.00	2.85	2.88	3.13	2.96		
In the process, some people's opinions are accepted while other people are asked to justify themselves.	2.70	2.94	3.09	3.20	3.23	3.29		
In the process, strings are being pulled from outside Board discussions which influence important decisions.	2.50	2.81	3.00	3.09	3.00	3.23		
In discussions about decisions or procedures, some people are discounted because of the organizations/jurisdictions that they represent.	2.70	2.81	3.00	3.17	3.28	3.32		
Scale/section average	2.65	2.89	2.99	3.09	3.16	3.20		
Overall Process Quality Score = avg of Structural Integrity + Authenticity	2.72	2.98	3.09	3.20	3.25	3.27		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
<p>III. Strong Leadership reflects the perception the Board has an effective organizing/coordinating body and, is led by committed and effective leaders. The role of the organizing/coordinating body is to provide a convening location, collaborative environment and relevant information for Board Director deliberation and decision-making. Note: The first item below regarding Organizer/coordinator refers to DRCOG's role as the convener/convening location. The second item refers to Board Director leadership. Our collaborative...</p>								<p>2020: The Leadership section related to collaboration is the backbone of success. While the first two scales, Structural Integrity and Authenticity, are essential to improved outcomes in collaboratives, they have little chance without positive leadership within the collaborative. The current research in collaboration cites this variable as one of the most influential factors.</p>
...has an effective organizer/coordinator.	3.00	3.55	3.68	3.69	3.87	3.74		
...is led by individuals who are strongly dedicated to the Mission and Vision of DRCOG.	3.30	3.56	3.64	3.60	3.73	3.71		
Scale/section average	3.15	3.56	3.66	3.65	3.80	3.73		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
IV. Members refers to how Board Directors perceive other Director's capacity to collaborate: Are they willing to devote their efforts to furthering the goals of the collaborative rather than simply garner additional resources for their individual programs? Will they support the ideas that have the most merit even at the expense of their own interests? And, do they think there is sufficient trust among members to honestly share information and feedback? Members...								2020: The scores for this section have notably been solidly in positive territory since the second deployment of the assessment and continue with a relatively steady trend over the six periods. The highest scores for this section are now in 2020 but overall the variance from 2019 is negligible.
...are effective liaisons between their home organizations and our group.	3.10	3.38	3.32	3.27	3.40	3.41		
...trust each other sufficiently to honestly and accurately share information, perceptions, and feedback.	2.90	2.97	3.22	3.04	3.33	3.41		
...are willing to let go of an idea for one that appears to have more merit.	2.70	2.94	3.03	3.00	3.13	3.19		
...are willing to devote the effort necessary to achieve Metro Vision Outcomes.	2.90	3.06	3.15	3.13	3.13	3.29		
Scale/section average	2.90	3.09	3.18	3.11	3.25	3.33		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
V. Structure refers to the clarity members have about the scope of the Board's authority and the roles and responsibilities assigned to its Directors. Note: This section also pertains to Board Committees. Please use the space below to provide comments on committees as they relate to (Board) Structure.								2020: Overall, the results in this section have been in significantly positive territory from the beginning. Clarity around roles, responsibilities, authority, etc. will often reduce conflict among members since everyone knows the rules of the game, boundaries, etc. and they are adhered to consistently.
Our group has set ground rules and norms about how we will work together.	3.40	3.29	3.84	3.72	3.80	3.71		
We have a method for communicating the activities and decisions of the group to all members.	3.40	3.41	3.74	3.75	3.79	3.68		
There are clearly defined roles for group members.	3.20	3.09	3.58	3.40	3.50	3.56		
Scale/section average	3.33	3.26	3.72	3.62	3.70	3.65		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2017	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
<p>VI. General Success reflects the perceived level of success achieved by the collaborative and assesses the extent to which members accomplished the objectives set out for the most recent performance period. The term objectives in this section refers to for example; Reduce VMT, Improve Air Quality, Reduce GHG, etc. as opposed to 'outcomes' that describe an end state or destination point. Our Collaborative...</p>								<p>2020: This and a couple of other sections following are areas of opportunity in terms of relating this type of information to members. Overall, all scores are in positive territory but lower than others in the survey. I think this can be addressed by targeted communication to members about successes, etc. Knowing the impact decisions have can lead to increased commitment and engagement on the part of members but the information about successes must be directly linked to stated strategic outcomes and objectives.</p>
has accomplished its specific objectives	2.90	3.00	3.18	3.16	3.29	3.14		
* has achieved more than its original objectives.	2.80	2.65	2.77	3.13	2.96	2.85		
has led to new projects or efforts.	3.10	2.91	3.41	3.38	3.32	3.19		
* has achieved extraordinary success.	2.70	2.59	2.86	3.08	2.92	2.89		
Scale/section average	2.88	2.79	3.06	3.19	3.12	3.02		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
VII. Community Involvement & Collaboration refers to the extent to which the collaborative has engaged a wider or more diverse set of partners, or has stimulated greater commitment to collaboration among communities/jurisdictions. Our Collaborative...								2020: This section has shown significant improvement into positive territory since 2016. The best explanation I have is the increased focus on partnering as a DRCOG strategy but not limited to the internal organization.
has led to broader and more meaningful engagement of diverse partners.	2.90	2.50	3.19	3.57	3.48	3.36		
has resulted in the emergence of new leaders committed to collaboration.	2.80	2.50	3.47	3.61	3.38	3.44		
has helped improve the way our participating jurisdictions work together.	3.00	2.60	3.59	3.39	3.53	3.48		
has increased my knowledge of resources outside of my agency/organization.	3.40	3.30	3.70	3.56	3.61	3.75		
has increased my access to resources outside of my agency/organization for my community.	3.10	2.73	3.42	3.40	3.58	3.68		
Scale/section average	3.04	2.73	3.47	3.51	3.52	3.54		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
<p>VIII. Outcomes refer to the extent to which members believe the collaborative has had an impact on the outcomes it is targeting. For example an outcome is; The built environment accommodates the needs of residents of all ages, incomes, and abilities; Development patterns are easy to navigate, enhance multimodal connectivity, and maximize the ability for all people to access opportunities. (Metro Vision) Our Collaborative...</p>								<p>2020: As with the General Success section, Outcomes and the knowledge of impacting them would be one of those information items that members could benefit from. The scores are positive but due to a few comments, it's apparent anecdotal examples would bridge some gaps. In general, an annual report would summarize them however, periodic updates to progress on objectives and outcomes in Metro Vision may enlighten members to the success they're having albeit incremental most often.</p>
is committed to a "no wrong door" approach where any idea can be considered.	2.70	2.82	3.14	3.35	3.25	3.25		
has had an impact on the outcomes it is targeting.	2.90	3.04	3.30	3.35	3.43	3.33		
has resulted in improved outcomes for the population served.	2.90	2.86	3.29	3.32	3.48	3.41		
Scale/section average	2.83	2.91	3.24	3.34	3.39	3.33		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
IX. Quality of Services assesses members' perceptions about the level of improvement in the quality of services for the population served, in areas such as access to needed services, navigating the system of services, time to obtain services, etc. Our Collaborative...								2020: For the most part, the scores in this section, improved significantly in 2017 and have remained in very positive territory since. This could be associated with AAA as some comments indicate and could also be the result of partnerships that have produced better results than going it alone.
has improved the quality of services for the population served.	2.90	3.08	3.47	3.42	3.72	3.48		
has resulted in more streamlined service provision across participating jurisdictions/organizations.	2.80	2.90	3.25	3.24	3.52	3.42		
has resulted in the creation of a system that is easier for the population served to navigate.	2.80	2.77	3.03	3.21	3.31	3.27		
has resulted in a system that makes it easier for population served to access needed services.	2.80	2.68	3.20	3.33	3.37	3.35		
has resulted in improved quality of services within my agency/organization due to our participation on the DRCOG Board.	2.60	2.96	3.21	3.05	3.44	3.38		
Scale/section average	2.78	2.88	3.23	3.25	3.47	3.38		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
X. Fragmentation of Services refers to the extent to which members of the collaborative perceive a reduction in the fragmentation of services for the population served. This reduced fragmentation may result from increased availability of continuous and uninterrupted services, greater integration of services, more comprehensive service plans, or other improvements. Our Collaborative...								2020: Service fragmentation is inefficient and more costly than a streamlined approach but this takes time to uncover and remedy. The evolution of these scores in a positive direction could suggest member communities are now seeing the result of their 'efficiency' efforts.
has increased the availability of continuous and uninterrupted services for the population served by DRCOG, regardless of the funding source.	2.80	2.77	3.20	3.22	3.36	3.48		
has generally led to the creation of more comprehensive services plans for the population served by participating jurisdictions/organizations.	2.90	2.71	3.24	3.35	3.54	3.5		
Scale/section average	2.85	2.74	3.22	3.29	3.45	3.49		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019	2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
XI. Duplication of Services refers to two qualities of duplication: a reduction in the duplication of services; and a reduction in the number of professionals providing services for the population served by DRCOG. Our Collaborative...								2020: This section is similar to General Success and Outcomes in that anecdotal examples can help better illustrate progress to members. Duplication of Services is primarily dedicated to not paying twice for the same thing so to speak and preventing the dilution of effort by spreading funding over a greater number of professionals who provide the same or very similar services. The scores in this section began to show significant improvement in 2018. The assumption is that more evidence of this area was coming to light for members and again, this is another area where providing direct anecdotal examples will help members better see progress.
has led to a reduction in the duplication of overlapping services across all participating jurisdictions/organizations when serving the region's population.	2.80	2.53	2.79	3.11	3.29	3.28		
has led to a reduction in the number of professionals providing overlapping services for the population served.	2.40	2.27	2.79	3.08	3.28	3.27		
has resulted in greater integration of services for the population served.	2.70	2.95	3.00	3.36	3.55	3.32		
Scale/section average	2.63	2.58	2.86	3.18	3.37	3.29		
Responses	25	35	34	26	31	28		

DRCOG Board Collaboration Assessment - 2019		2015	2016	2017	2018	2019	2020	2015-2020 trend (High score - green Low score - red)	
XII. Costs refers to the extent to which members view the collaborative as reducing costs, either by reducing the costs of delivering services to the population served or by promoting a sharing of costs between jurisdictions/organizations participating in the collaborative. Our Collaborative...									2020: This section began to show more positive results in 2017 which may have been due to increased partnering within DRCOG and externally. The essence of this category is that good collaboration often shows a benefit of reduced costs for the collaborators. Overall, these scores have remained in very positive territory.
has reduced the costs of delivering services to the population served.		2.80	2.65	3.08	3.24	3.17	3.2		
has resulted in the sharing of costs between jurisdictions/organizations participating in the collaborative.		2.80	2.95	3.22	3.45	3.44	3.29		
Scale/section average		2.80	2.80	3.15	3.35	3.31	3.25		
Responses		25	35	34	26	31	28		
XIII. Sub-regional Forum section (omitted for 2020-2022)									
		2015	2016	2017	2018	2019	2020	2016-2020 trend (High score - green Low score - red)	
XIV. Membership Value									2020: The Membership Value item was added in 2016 to get Directors' perception of the value to their community from being a DRCOG member. The score in 2016 is in very positive territory and each result since has improved or remained higher than the first score. This score is helpful to view in contrast to other items. While some members may have more concerns with certain aspects of DRCOG, it's reassuring to see that the overall sentiment is that it is of high value to communities to be a DRCOG member.
My community receives value from being a member of DRCOG.		N/A	3.44	3.72	3.73	3.70	3.75		
Responses		25	35	34	26	31	28		

ATTACH D

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 2, 2020	Informational Briefing	5

SUBJECT

This item is related to DRCOG's executive director 2019-2020 annual performance evaluation process.

PROPOSED ACTION/RECOMMENDATIONS

DRCOG staff recommends initiating the 2019-2020 executive director performance evaluation process.

ACTION BY OTHERS

N/A

SUMMARY

Per the employment contract, the executive director's employment evaluation is to occur at least annually in October. In preparation of this year's executive director performance evaluation at the October P&E meeting, staff is providing the following documents for review:

- 2019-2020 executive director performance objectives (Attachment 1). These performance objectives are the basis for the executive director's scorecard report:
 - Improve Regional Collaboration of the DRCOG Board
 - Increase and Diversify Funding
 - Enhance Strategic Partnerships
 - Improve Outreach to DRCOG Member Governments
 - Maintain Employee Culture
- Evaluation survey to be completed by the Board of Directors (Attachment 2). Staff is proposing to send the performance evaluation to Board Directors on September 7 and closing it on September 21. This will allow the results to be finalized for the October P&E Committee meeting and the end of the 2019-2020 performance.
- Evaluation by direct reports of the executive director (Attachments 3 and 4). Staff is proposing to eliminate the separate survey to direct reports and use the direct report feedback from the employee survey, Executive Director section.
- Proposed questions to be asked of selected peer partners (Attachment 5). In 2017, Performance and Engagement Committee members decided to contact peers/associates for Executive Director feedback instead of using an electronic evaluation. The questions to guide the Peer group conversation are attached.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENTS

1. 2019-2020 executive director performance objectives
2. DRCOG Executive Director evaluation questions (Board Directors)
3. DRCOG Employee survey- Executive Director questions
4. DRCOG Executive Director evaluation questions (Direct reports)
5. DRCOG Executive Director evaluation questions (Peer group)

ADDITIONAL INFORMATION

If you have questions about the Executive Director Annual Evaluation, please contact Jerry Stigall, Director of Organizational Development, at 303-480-6780, or jstigall@drcog.org; or Randy Arnold, Director, Human Resources, at 303-480-6709 or rarnold@drcog.org.

DRCOG Executive Director 2019-2020 Performance Objectives

Improve Regional Collaboration of the DRCOG Board

Measures:

- o Members scale score
- o Community Involvement & Collaboration scale score
- o TIP Dual Model post-process rating

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 DRCOG staff interactions with member jurisdictions
- 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 2019-2020 - 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. You will not be able to go back into the survey site once you leave or submit your responses.

If you need assistance, please contact Randy Arnold, rarnold@drcog.org or Jerry Stigall, jstigall@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. Monday, September 21

Thank you for your participation!

Kevin Flynn

Kevin.Flynn@denvergov.org

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.

Kevin Flynn

DRCOG Performance & Engagement Committee Chair

Executive Director section from the DRCOG employee survey

Executive Director

	True	More True than False	More False than True	False	N/A-Don't know
Is approachable and open to talk about things that bother me at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a friendly working relationship with all division employees.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fosters open, candid communication.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treats employees with courtesy and respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Establishes and maintains an environment of support and trust.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively communicates the division's mission, vision and strategy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	True	More True than False	More False than True	False	N/A-Don't know
Provides strategic leadership by helping us stay focused on our mission, vision and strategy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is focused on customer satisfaction and total quality.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates ethical behavior and integrity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides timely information about issues that affect the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has earned my trust and confidence in his/her role as Executive Director.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please add your comments for the Executive Director section in the space below.

If you could change one thing in order to help DRCOG function more effectively, what would it be?



DRCOG Executive Director Annual Performance Evaluation 2019-2020 - 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. Monday, September 21.**

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

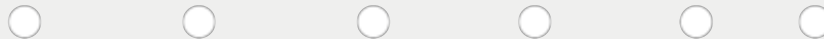
Thank you,

Kevin Flynn
DRCOG Performance & Engagement Committee Chair

1. The Executive Director:

	Exceeds		Meets		Needs	N/A-
	Expectations	Exceeds/Meets	Expectations	Meets/Needs	Improvement	Don't
						Know

Supports the agency mission and represents DRCOG in a positive and effective manner with colleagues, members of the public and customers/clients.



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



DRCOG Executive Director Annual Performance Evaluation 2019-2020 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. Monday, September 21.

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

Thank you in advance for your participation.

Kevin Flynn
Kevin.Flynn@denvergov.org
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.