Elected Official and Governing Board Self-Evaluation Tool
Incline Village General Improvement District
Board of Trustees Meeting of November 13, 2018

A. Establish and Promulgate Organizational Vision and Values

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**EVIDENCE**

**WONG**
The Board and District adopted a Strategic Plan in 2015. All of our Board decisions include a link to the strategic plan. Each year since 2015 we have evaluated process towards achieving goals in the Strategic Plan. At the beginning of 2017, the Board began updating the Strategic Plan again since the membership of the Board changed with the recent election. I don’t feel like we made as much progress with the Board Work Plan as we could have.

**HORAN**
The Strategic Plan 2018-2020 was adopted May 9, 2018.

**DENT**
Our current Board has approved an updated Strategic Plan. This is a step in the right direction.

**CALLICRATE**
*Evaluation not received.*

**MORRIS**
The Strategic Plan was updated this year and all Trustees had plenty of opportunity to provide input and help craft the resulting plan. I feel the process was well run and inclusive. While more involvement in the process by some Trustees might have made the plan even better, the output was very good. The whole process was in keeping with our goals to continually update the plan and to always look for opportunities to improve both the output and the process as well as seek to improve communication to the community at large. The current project for the Community Services Master Plan, while running relatively slow, should also produce a good final plan.
B. Develop and Promulgate Relevant Governing Policies

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**EVIDENCE**

**WONG**
After direction from the Board, our staff and legal counsel have been working to codify the policies and procedures of the District into the IVGID Code. That project is nearing completion and will enable the Board to identify conflicting or outdated policies.

**HORAN**
Progress was updated last month. Significant work accomplished.

**DENT**
In establishing the 2016, 2017, and 2018 budget, the Board did not follow budget Policy 5.1.0.

**CALLICRATE**
*Evaluation not received.*

**MORRIS**
The work to update and codify policies and procedures into the IVGID code continues rather slowly. There is much to update and include, but it would be helpful to all if the process could accelerate. That said, if the current plan for completion is maintained, it will be a good result.
C. Monitor Expected Organizational Outcomes

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**EVIDENCE**

**WONG**
The Strategic Plan guides organizational outcomes. From a financial perspective, the budget reflects the resources needed to achieve organizational outcomes. The District had a robust budget process in which the Trustees had significant input during the past year. From an operational perspective, the District implemented performance metrics that are measured in addition to financial metrics.

**HORAN**
Budgets are prepared in detail and progress is monitored on a monthly basis against those budgets.

**DENT**
What we measure, we can manage, and right now we are not measuring. This needs to be improved and we need to compare out venues costs to other businesses. Golf expenses continue to outpace revenues year after year. This is not sustainable.

**CALLICRATE**
*Evaluation not received.*

**MORRIS**
The continuing efforts to develop more performance measures and the monitoring of those measures – be they financial, customer service or several other indicators has helped the Board understand, adjust, and direct the District in pursuit of its mission and strategic plans. It will be an ongoing effort to working on those metrics in order to always be improving.
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D. Responsible Management of Resources

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**EVIDENCE**

**WONG**  
The Board receives monthly financial updates through a financial package and published information on OpenGov. The Board also receives monthly venue status updates and quarterly reports related to capital improvement projects. The General Manager also provides a verbal update on a monthly basis. All reports are available to the Board and the public through the District’s website. The District also has non-financial performance metrics.

**HORAN**  
Resources are managed through the annual budget and as stated above, progress is reported monthly both in financial reporting and management updates at monthly meetings.

**DENT**  
The District has taken huge steps backwards when it comes to transparency. After concealment of the General Manager’s e-mails was brought to the Board’s attention in August 2017, nothing happened. We now have a lawsuit for these requested public records, one year later. Why are wasting time, money, an energy to withhold public records from the citizens? Who authorized the General Manager to waste money to keep his and attorney Guinasso’s emails away from the public? Seems to be a conflict...

**CALLICRATE**  
_Evaluation not received._

**MORRIS**  
All financial data is provided and available in OpenGov. Regular financial updates are provided to the Board. The General Manager report has improved to provide better detail on all activities and expenses that may not otherwise need to be bought to the board for any new action. Senior staff make themselves available as and when needed to discuss all matters with Trustees and this is a very valuable avenue to ensure full knowledge and oversight of finances and general District activities.
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E. Community Engagement and Communication

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**EVIDENCE**

**WONG**
In my mind, this area will always be in progress. In a world where information is always at your fingertips, we need to continue to identify effective ways to engage our community. The Communications Coordinator does an excellent job of disseminating information in the community through the IVGID Quarterly, NextDoor.com, community emails, Facebook communications, etc. I have heard and seen several compliments about how she presents information in a neutral manner to correct misinformation. We need to proactively send accurate information to the community and dispute misinformation quickly. Many members of the public are appreciative when I show them where to find information, especially as it relates to financial information and master plans.

**HORAN**
I think this will always be in progress. We are doing more outreach in the planning process through survey tools and community forums.

**DENT**
The Board has done a lot in years past to lose the trust of the community. There have been a lot of mistakes involving: lack of consistency, lack of transparency, fail execution of large projects, expired bonds, neglecting to upkeep District’s assets, concealing public records, etc.

**CALLICRATE**
*Evaluation not received.*

**MORRIS**
We continually seek ways to improve community engagement and communication. The two community education presentations conducted over the last year (financials and capital improvement planning) are fine examples of additional approaches in our ongoing quest to improve community engagement, education and general information. Both were well attended and very well received. Additionally, the implementation of the industry-standard third-party OpenGov tool for anonymous community surveys and input is really starting to hit its stride.
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F. Board Operations

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EVIDENCE

WONG
The current Board is a split board and we tend to vote on issues 3-2.

HORAN
There are very clear differences of opinions on the Board. We have made some progress on compromise but clear differences of opinion on financial management still exist.

DENT
We have a diverse group which is good, however, we need to do a better prioritizing what is the community would like us to do and really listen to the folks that elected us.

CALLICRATE
*Evaluation not received.*

MORRIS
Board operations has been perhaps the most challenging aspect over the year, but despite this the board has continued to direct the District and plan for the future very well. It is to be hoped that those Trustees who decline to engage to the fullest extent will adopt a more collegiate approach to discussions on the business of the board and that we can all seek to develop a shared belief for the future of the District.
G. Building and Sustaining an Effective Relationship with the General Manager

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**EVIDENCE**

**WONG**
A majority of Board members have a good working relationship with the General Manager. Most of us meet with the General Manager on a regular basis. I think that it is incumbent that each Board member meet with the General Manager. Each time I meet with the General Manager, I appreciate his expertise and commitment to the IV/CB community. The General Manager is always responsive to my questions, comments, and concerns.

**HORAN**
Again, I am only speaking to my relationship with the General Manager. I meet with the General Manager on a regular basis and continue to find him to be open and well informed with a strong commitment to his responsibilities. He also encourages me to have good relationships with his Senior management team.

**DENT**
Relationships are built on trust; trust is established not based on what one says but what they do. When one’s actions do not align with what they say it becomes difficult to trust.

**CALLICRATE**
*Evaluation not received.*

**MORRIS**
The score given here is from a personal perspective as this Trustee has an excellent working relationship with the General Manager. However, as a whole the Board does not. The General Manager always makes himself available for any Trustee to meet with him on any topic and he is always extremely well prepared for those meeting. He is able and willing to provide detail to us when asked and takes feedback well. It would be helpful if all Trustees took advantage of these opportunities and thus could then come to meetings better prepared to focus on the key strategic elements of any given subject.
Elected Official and Governing Board Self-Evaluation Tool

Developed May 2015

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Nevada Leadership Institute
http://www.unr.edu/business/research-and-outreach/nevada-leadership-institute

University Center for Economic Development
http://www.unr.edu/business/research-and-outreach/uced
Policymaking and Administration Self-Evaluation Tool

An essential purpose of any elected board is to ensure that the organization makes continuous progress in the achievement of organizational goals and purposes. By undertaking a regular self-evaluation, this Board seeks to reflect on the efficacy of its governance: how effective are we, as a Board, to foster the achievement of organizational goals and objectives?

Instructions for Completing the Self-Evaluation

This self-evaluation comprises seven performance criteria, as well as several performance indicators that elected Board members may reflect upon while considering the ratings for the performance criteria. The expectation is that in completing this self-evaluation tool, each Board member will reflect upon the work of the Board, as a whole, and how his/her individual actions contribute to the efficient and effective operation of the Board and the organization. The ratings, which will be for the performance criteria only, should be based on, and guided by, specific evidence. The evidence offered should assist the Board in having a thoughtful conversation about future expectations and continuous improvement for the operation of the Board that will serve to advance the goals and objectives of the organization.

After completing the evaluation individually, all Board members are asked to submit their results to be compiled into a draft composite. Board members are encouraged to meet as a group to discuss the draft composite and reach consensus on a self-evaluation that reflects the work of the Board and identifies next steps to support continuous improvement.

For each of the seven performance criteria listed below, please provide a rating of either:

1. **IN PROGRESS** – work performance does not meet organizational expectations. Further development is needed.

2. **MEETS EXPECTATIONS** – work performance consistently fulfills stated organizational expectations. Performance is professional and appropriate and the work completed by the Board is of high quality in all significant areas of responsibility.

3. **EXCEEDS EXPECTATIONS** – work performance consistently exceeds stated organizational expectations. Performance is exceptional and the work completed by the Board noticeably exceeds expectations in all areas of responsibilities.

Each of the seven performance criteria is followed by room for you to support your rating of the performance criteria.
A. ESTABLISH and PROMULGATE ORGANIZATIONAL VISION AND VALUES

Performance Criteria:

- We have formally adopted a mission, vision, and a set of core values for our organization that is used to guide us in our work on behalf of our constituents, including strategic planning, budget decisions, and policy matters.

- We annually revisit our mission, vision, and core values to ensure constancy of purpose and to reaffirm our values with the community.

- Our mission, vision, and core values are the focus of our reflection and deliberation as we strive for continuous improvement in our governance.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I participate fully in the annual review of our strategic plan, including the mission, vision, core values, and any other guiding tenets.

- My decision-making is aligned with the organization's vision, mission, core values, and organizational goals and objectives.

- I regularly reflect on the Board's mission, vision, and core values as I go about my work.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): ____________

Specific evidence or reasons to support your rating for this performance criterion: ____________

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Elected Board Evaluation tool
Nevada Leadership Institute
University of Nevada, Reno
B. DEVELOP and PROMULGATE RELEVANT GOVERNING POLICIES

Performance Criteria:

- Our Board operates as a policy-making body using our written policies as the framework for our decision making concerning the achievement of organizational goals and objectives.

- We develop Board policies that give the organization’s administration and administrative staff sufficient authority and latitude to manage the day-to-day operations of the organization.

- Our policies reflect our core commitment to equity, excellence, and a culture of respect, as well as promote the highest expectations for our organization’s staff.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I am knowledgeable about the Board’s policies and use Board policy as a basis for decision making.
- I recognize and respect the prerogative and authority of the Executive Director/Manager and administrative staff to implement the Board’s policies.
- In adopting new or reviewing existing Board policies, I look to ensure that they are consistent with the organization’s mission, vision, and core values.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): _____________

Specific evidence or reasons to support your rating for this performance criterion: _____________

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Elected Board Evaluation tool
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C. MONITOR EXPECTED ORGANIZATIONAL OUTCOMES

Performance Criteria:

- We collaborate with the Executive Director/Manager to regularly monitor a mutually agreed upon set of meaningful indicators that are aligned with the organization's strategic plan and that assess the achievement of organizational goals.

- We monitor the effectiveness of the policies developed by the Board and implemented by staff.

- We use relevant and useful data to make decisions and establish organizational priorities.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I am actively engaged with the Executive Director/Manager to develop appropriate performance measures and indicators that align with the organization’s strategic plan.

- I carefully review and evaluate data and information that is presented by staff and use it as a basis for setting Board policy and budget priorities.

- Improving the achievement of organizational goals and objectives drives my policy decision making and my evaluation of staff’s ability to implement and administer stated policy.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): ____________

Specific evidence or reasons to support your rating for this performance criterion: ____________

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Elected Board Evaluation tool
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D. RESPONSIBLE MANAGEMENT OF RESOURCES

Performance Criteria:

- We regularly appraise the overall administrative management of the organization to ensure that resource allocations and decisions support the strategic priorities of the organization.

- Our fiscal and resource management is transparent to the community and provides assurance that dollars and resources are aligned and deployed to reflect the organization’s priorities as outlined in the strategic plan.

- We regularly monitor financial data about the organization to ensure meaningful accountability and communicate to the community that scarce resources, including but not limited to tax dollars, are spent in the most efficient, effective, and economical manner that is reasonably possible.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I understand the relationship between our budget and the organization’s core values and I advocate for our constituents and my understanding of the needs of our constituents.

- I carefully review all organizational resource audits and other financial data in order to better discharge my fiduciary obligations.

- I understand and actively participate in our organization’s budgeting process.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): ____________

Specific evidence or reasons to support your rating for this performance criterion: ____________

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E. COMMUNITY ENGAGEMENT AND COMMUNICATION

Performance Criteria:

- We communicate clearly and regularly with a broad base of internal and external stakeholders about the Board's work and policy direction and to share our mission, vision, and core values.

- We employ multiple strategies for reaching out to the community in an effort to directly engage in two-way communication and dialogue with diverse populations to solicit their input on relevant decisions and to ensure that their perspectives inform our priorities.

- We are strategic in our advocacy to help mobilize and sustain community support for organizational progress and work with other officials in other organizations to promote our needs.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I promote the interests of the organization over my own interests within the community and with other officials including through the promotion of our legislative agenda.
- I listen to, and carefully consider, broad-based community input while exercising my statutory decision-making authority.
- I participate actively in the Board’s own outreach efforts and the outreach efforts of the organization including in public forums, hearings, and visits.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): ____________

Specific evidence or reasons to support your rating for this performance criterion: ________________

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Elected Board Evaluation tool
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F. BOARD OPERATIONS

Performance Criteria:

- Our agendas and work sessions are aligned with our core values and we have effective and efficient processes for doing Board work to ensure that Board member time is spent in furtherance of the organization's mission, vision, core values and organizational goals and objectives.

- We are as attentive to how we reach conclusions as to what is decided with respect to both our policy work and our quasi-jurisdictional actions, and we execute our responsibilities in keeping with the highest ethical standards.

- We are using effective strategies for working productively with each other and with the Executive Director/Manager and honor the differences between and among acting/speaking as a whole Board and as individual Board members.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I regularly engage in continuous improvement and professional development activities related to Board work and make every effort to attend all meetings having done my homework and I am prepared to contribute in a positive and professional manner.
- I maintain the confidentiality of Board and organizational proceedings and adhere to ethical standards in my role.
- I am a productive member of the team, I work well with my colleagues, and I work within the parameters of my authority as a Board member.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): __________

Specific evidence or reasons to support your rating for this performance criterion: __________

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Elected Board Evaluation tool
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G. BUILDING and SUSTAINING AN EFFECTIVE RELATIONSHIP WITH THE EXECUTIVE DIRECTOR/MANAGER

Performance Criteria:

- We work to build and sustain an effective working relationship with the Executive Director/Manager of the organization by engaging in two-way communication that articulates expectations on shared governance as well as performance goals for the organization.

- We respect the management responsibilities and administrative prerogatives of the Executive Director/Manager and work collaboratively with the Executive Director/Manager in a spirit of mutual trust and confidence.

- We maintain open lines of communication by conducting regular dialogue on progress toward organizational goals and objectives and community issues and concerns.

Consider, but do not rate these individual indicators (they are listed only to help you think about the performance criteria):

- I respect the management and administrative responsibilities of the Executive Director/Manager and I work to ensure that the Board has conveyed clear expectations for her/his performance.

- I communicate with the Executive Director/Manager when I have concerns involving the organization and I work collaboratively with the Executive Director/Manager to resolve problems as they arise.

- I participate fully in the evaluation process of the Executive Director/Manager, working collaboratively with fellow Board members and approaching the task of the evaluation fairly and diligently.

RATING (1 = In Progress, 2 = Meets Expectations, 3 = Exceeds Expectations): ____________

Specific evidence or reasons to support your rating for this performance criterion: ____________

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