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. So far, we have gathered information for the Board Work Plan and will continue to progress on the areas we have selected.

**HORAN**
The Board adopted a strategic plan in 2015. In 2017 it is in the process of being updated.

**DENT**
Only two members of this Board contributed to the development of the strategic plan back in 2015, we need to revisit this.

**CALLICRATE**
Unless and until this Board begins to operate as a cohesive unit that abides by its individual trustees' campaign promises; i.e. Zero Based Budgeting, complete fiscal transparency, operating within our District’s limited financial resources and pursuing the wishes and direction of the majority of the Electorate by actually reaching out and listening to ALL residents we, the Board will continue as a fractious 3/2 body.

**MORRIS**
A core tenant of our Values statement is that IVGID will act “...with integrity and teamwork”. The Board is not actively working as a team. While differences in opinions are to be expected, it would behoove us to maintain civility, order, discipline and respect in our debates regarding all matters. Dysfunction and disrespect during board activities does not approach our vision statement to “...enhance the reputation of our community as an exceptional place to live, work, invest, and play.”
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 That project is nearing completion and will enable the board to identify conflicting or outdated policies.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**
Early in 2017 the Board recognized the need to update policies and practices. This work is ongoing and in process.

**DENT**
In establishing the 16'17' and 17'18' budget the Board did not follow budget policy. We consistently fail to follow Board policy when it comes to putting items on the agenda along with many other policies.

**CALLICRATE**
Again, this Board continues to operate outside its own Board Policies; i.e. specifically Policy 3.1.0, 5.1.0 and most recently the egregious withholding and/or destruction and/or retention of emails and relevant public documents as required by NRS 318. Additionally, until the Board requests our General Manager to hire an attorney completely well-versed in Nevada Revised Statutes pursuant to our GID and its attendant responsibilities and who has vast experience prior to employment, we will continue to operate under a severe legal handicap.

**MORRIS**
We refer to and follow our policies as the basis for all our decision-making efforts. It is the case however, that these policies need to always reflect current values, laws and regulations as well as sensibilities within our District. The current review of policies therefore, is well timed, if perhaps a little overdue, to ensure the Board continues to develop and promulgate relevant policies.
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Incline Village General Improvement District
Board of Trustees Meeting of October 25, 2016

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 has 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 for the various venues and measured monthly and variances identified. Adjustments made where required.

**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**
While some areas of the District's organization (specifically Public Works) have appropriate organizational metrics in place to determine performance objectives, our most customer intensive (Community Services) has been in a holding pattern with its entire metrics-based performance objectives. We have been continually told by our GM that everything is just about in place. It's been over a year now. Not to mention it's been over 3 years since the District has completely answered the concerns relating to Ordinance 7.

**MORRIS**
An important indicator of monitoring expected outcomes is for board members to be actively engaged with the General Manager to review progress on those outcomes and thereby assure that we are fully aware and briefed on them in order to make the best and most appropriate decisions. Not meeting with the General Manager on these matters, in my opinion, reduces the wider knowledge and more broader perspectives available to Trustees in order to better monitor, set and revise those outcomes the Board determines to be important.
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**
In addition to what was mentioned above the GM and or Venue managers give verbal updates at Board meetings.

**DENT**
The District has taken huge steps backwards when it comes to transparency. The recently developed transitory 30 day email policy was established by staff a couple months ago even though it does not meet the minimum requirements set by NSLA. It appears we are still concealing public records. This is very troubling.

**CALLICRATE**
Again, instead of completely attending to all the assets and operations IVGID currently is responsible for, the majority of this and the 2 previous Boards have been hell-bent on taking on new operations; specifically summer operations at Diamond Peak and the purchase of the Parasol building. Both are wildly unpopular with our Community and are fiscally irresponsible given our extremely depleted reserves at this time.

**MORRIS**
The availability of senior staff to meet with Board Members and discuss all topics including budgets, resources, values and needs enables me to better discharge my fiduciary obligations. However, the lack of 100% participation by all Trustees in the District’s budgeting process denies the district the full fiduciary engagement it deserves from the Board. The Board receives high quality and thorough staff presentations regarding responses to Board questions as well as staff requests, suggestions, recommendations and general updates. As a result, we are able to appraise overall administrative management and determine, measure and refine strategic priorities. The data and information made available to any interested party via the District’s ‘Open Gov’ system delivers upon our goals for financial transparency.
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 dispel 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 the proposed Parasol lease modification.

**HORAN**
We can always do more. Our Communications Coordinator continues to increase the posting of District activities and responds effectively to community inquiries.

**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, failed execution of large projects, expired bonds, neglecting to upkeep District’s assets, concealing public records, etc.

**CALLICRATE**
Misty Moga and her support crew have done their best to provide accurate, timely and important information to our Community! I commend her for accomplishing a daunting task. I feel that her job has greatly aided the Board in accruing information from our citizenry and, in turn the Board has been able to put forth relatively timely information regarding pressing issues it faces. Where I do take issue is the GM’s Corner which goes out to the Bonanza without Board oversight. Many discrepancies have been discovered and it is not helpful to the District. While attempts have been made to further engage the Community through special meetings, Community Workshops, etc., a more concerted effort needs to be made in having focused, 1/2 item Townhalls in the Spring and Fall as originally proposed over 3 years ago.

**MORRIS**
Outreach to the internal and external community to communicate the District’s direction, mission, vision and core values is very broad and thorough. Using multiple approaches including publications, online postings, emails, newspaper columns, flyers, advertising etc., we manage to address a very large audience. The receipt of community input is also very good, with events such as the IVGID community meetings, focus groups, ‘meet and greets’ before board meetings etc. It is the case however, that even though it can be challenging at times, within the community and with other officials we Trustees need to keep in mind it is our duty to represent the interests of the organization and the Board decisions collectively over our own interests.
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F. Board Operations

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EVIDENCE

WONG
There have been multiple instances where a Board member acted outside the authority as a Board member. This led to the training from the Attorney General's office. I am not confident that all Board members adhere to confidentiality. There have been instances where I hear topics discussed in legal non-meetings from members of the public. For the most part, I think that Board members come to meetings prepared — having read the Board packet and met with the General Manager. I think that each Board member needs to better at communicating the reason behind making decisions. This is probably best done during discussion after a motion and second are made.

HORAN
As a new Board we have had multiple opportunities to learn about the duties and responsibilities of a Board member. It is important for each of us remember that the Board is responsible for overseeing governance not operations.

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 listed to the folks that elected us.

CALLICRATE
In this past year I have noticed an alarming disregard for Trustees being able to request agenda items and actually have them put on the agenda in the original format requested. In fact, at the last regular Board meeting in September, 4 items by Trustee Dent were removed by the majority of the Board. Unprecedented! And it shows an abuse of power by our current Board Chair Wong. Unfortunately, it seems to 2 of us on the Board that some type of complicit activity has occurred prior to the last several Board meetings. Again, until this type of activity by the Chair and other Trustees ceases, I feel this Board will continue on a 3/2 track. So much for hearing, and respecting, the views of all members of the Board.

MORRIS
In general the Board works well together during deliberations. It typically meets with all Trustees in attendance who arrive prepared to discuss all matters on the agenda. We promote discussion and actively listen to each Trustee. At times however, Trustees do need to work on maintaining decorum and civility.
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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 Steve, I appreciate his expertise and commitment to the IV/CB community.

**HORAN**
I am only speaking to my relationship with the General Manager. I meet and speak to the General Manager on a regular basis and have always found him to be open and well informed with a strong commitment to his responsibilities.

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

**CALLICRATE**
Again, the majority of the Board seems to have a phenomenal relationship with the GM. I do not share in that opinion. I have been diligent in this past year to seek common ground with our GM but it has come to no avail. I have been blatantly lied to on numerous occasions by the GM and it has made it difficult to not question his integrity and credibility. That being said, I will continue to be civil with our GM and only hope that he realizes there are issues yet to be resolved.

**MORRIS**
Trustee relationships with the General Manager are mixed in the extreme, ranging from effective and cordial to bordering upon hostility. The majority of the Trustees, including myself, maintain effective relationships with him and by doing so communicate with him regularly and effectively. We respect his responsibilities and collaborate with him to understand issues, resolve problems and evaluate processes across the District. The Board also sets clear goals and objectives by which the General Manager can be, and is, measured. A minority of the Trustees appear to have little to no relationship with or respect toward the General Manager and having none, in my view are consequently not able to collaborate with him on any matters.