

20254-BOARD OF PUBLIC UTILITIES SELF-EVALUATION

The Board of Public Utilities Procedural Rules states:

3.10. BPU Self-Evaluation

a. During November and December, the BPU will perform an annual self-evaluation of its own performance. The BPU may invite major stakeholders (e.g., DPU staff, County Council, County Manager) to participate in specific aspects of the evaluation.

b. The purposes and reasons for the BPU self-evaluation are intended to:

- 1). Promote understanding of roles and responsibilities
- 2). Provide orientation for new members
- 3). Address, and perhaps help resolve, board conflicts
- 4). Clarify what members expect from the group and self
- 5). Identify priorities for the BPU’s future efforts
- 6). Identify BPU strengths and weaknesses
- 7). Identify opportunities for improvement in BPU performance
- 8). Help identify needed changes to this PR
- 9). Ensure that self-evaluation aligns with at least three of the Baldrige “Criteria for Performance Excellence.”

c. Refer to Appendix L for a BPU self-evaluation template adapted from the APPA Handbook for Public Power Policymakers. The BPU will change the self-evaluation topics over time to fit the changing business climate, relations with the Utilities Manager, relations with the County Council, and to include lessons learned from previous self-evaluations.

d. In its self-evaluation the BPU will address open-ended questions such as:

- 1). What did the BPU accomplish during the past year?
- 2). What did the BPU fail to accomplish during the past year?
- 3). What did the BPU do well during the past year?
- 4). What did the BPU do poorly during the past year?
- 5). What were the key issues of the past year? Did the BPU address them adequately”

e. The BPU will seek broad participation in the self-evaluation process by:

- 1). Soliciting suggestions for self-evaluation questions from DPU staff, County staff, County Council, and the public.
- 2). Inviting the immediate past BPU member(s) to participate in the self-evaluation.
- 3). Inviting the County Council Liaison, County Manager, and County Attorney to participate in the self-evaluation.

f. The BPU will explore ways to make the BPU self-evaluation honest and candid.

g. The BPU will explore ways to collect questions, complaints, and compliments to be addressed in the annual self-evaluation process.

GENERAL BOARD AREAS

1. Is there a board policy manual addressing meeting procedures, committee roles and structure, election and term of officers, new member orientation, and related matters?

☒ YES

☒ NO

☐ DON'T KNOW

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

☐ Don't Know

Commented [KC1]: From Member Hollingsworth: I would recommend using the likert scale for questions 1-9, i.e., possible responses would be strongly agree, agree, neutral, disagree, and strongly disagree. This scale is valuable for assessing “attitudes, opinions and perceptions.” Several of the questions pertain to perception, while others are attitude or opinion oriented, thus this system seems more appropriate than simple yes or no responses. It would be important to continue to include a “don’t know” response for those uncomfortable with offering any assessment. If a question would be equally well served with a yes or no answer, e.g., Q6, the respondent could simply choose strongly agree, or we might move such questions to a different section of the self-evaluation.

2. Do all board members participate in a formal orientation?

☒ YES	☐ Strongly Agree
	☐ Agree
	☐ Neutral
☒ NO	☐ Disagree
	☐ Strongly Disagree
	☐ Don't Know
☒ DON'T KNOW	

3. Are board procedures adhered to regarding bylaws, open meeting requirements, compliance with legal regulations, etc.?

☒ YES	☐ Strongly Agree
	☐ Agree
	☐ Neutral
☒ NO	☐ Disagree
	☐ Strongly Disagree
	☐ Don't Know
☒ DON'T KNOW	

4. Are meeting packets complete and distributed prior to meetings?

☒ YES	☐ Strongly Agree
	☐ Agree
	☐ Neutral
☒ NO	☐ Disagree
	☐ Strongly Disagree
	☐ Don't Know
☒ DON'T KNOW	

5. Is the length of board meetings appropriate?

☒ YES	☐ Strongly Agree
	☐ Agree
	☐ Neutral
☒ NO	☐ Disagree
	☐ Strongly Disagree
	☐ Don't Know
☒ DON'T KNOW	

6. Is there an annual board calendar?

☒ YES	☐ Strongly Agree
	☐ Agree
	☐ Neutral
☒ NO	☐ Disagree
	☐ Strongly Disagree
	☐ Don't Know
☒ DON'T KNOW	

Commented [KC2]: From Kathy:
Q6: responses could remain YES, NO, DON'T KNOW

7. Does the board receive sufficient information to make good decisions?

☒ YES

☒ NO

☒ DON'T KNOW

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Don't Know

8. Are decisions made in a timely manner?

☒ YES

☒ NO

☒ DON'T KNOW

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Don't Know

9. Additional comments regarding General Board Areas of responsibility:

Write your answer here

BOARD POLICY AREAS

Commented [KC3]: From Member Hollingsworth: Q10, 12, 14, 16, 18: Change questions to statements, then use likert scale response.

10. Accountability

All the time
Most of the time
Sometimes
Seldom
Not at all

~~Does the~~ The board understands its obligation to see ~~that~~ the organization acts in the best interests of utilities customers and citizens of the county.?

~~Does the~~ The board acts with diligence and objectivity on behalf of utilities customers and citizens of the county.?

- ☐ Strongly Agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly Disagree
- ☐ Don't Know

Commented [KC4]: From Member Hollingsworth: Q10: Use consistent language – “utilities customers and citizens of the county” vs. “utilities customers and the county.” What is intended here?

11. Additional comments regarding accountability:

Write your answer here

Commented [KC5]: From Member Hollingsworth: Q11: Too vague. Is this meant to follow from Q10? If so, is Q11’s “accountability” truly the same as Q10’s “obligation” and/or acting with “diligence and objectivity”? Delete?
From Kathy: The PolCo software uses the section header “10. Accountability” to formulate Q11.

12. Responsibility

All the time

Most of the time

Sometimes

Seldom

Not at all

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	All the time	Most of the time	Sometimes	Seldom	Not at all
Does it The board has <u>ve</u> a system for receiving and monitoring information about the department's organizational performance.?	☐	☐	☐	☐	☐
Are there are systems for modifying policy, procedures, processes, and priorities when the department's organizational performance does not meet standards.?	☐	☐ <u>Strongly Agree</u> ☐ <u>Agree</u> ☐ <u>Neutral</u> ☐ <u>Disagree</u> ☐ <u>Strongly Disagree</u> ☐ <u>Don't Know</u>			☐
Are Organizational goal setting and achievements <u>are</u> considered during the Utilities Manager's evaluation.?	☐	☐	☐	☐	☐

17. Additional comments regarding monitoring:

Write your answer here

18. Communication and Advocacy

	All the time	Most of the time	Sometimes	Seldom	Not at all
Does it The board strives <u>to</u> represent the interests of the entire community it serves.?	☐	☐	☐	☐	☐
Does The board communicates <u>s</u> the value of the <u>organizations- DPU</u> to its <u>stakeholders partners</u>.?	☐	☐ <u>Strongly Agree</u> ☐ <u>Agree</u> ☐ <u>Neutral</u> ☐ <u>Disagree</u> ☐ <u>Strongly Disagree</u> ☐ <u>Don't Know</u>			☐
Does it The board seeks <u>s</u> input and involves <u>s</u> its <u>stakeholders- partners</u> in policy considerations and decisions.?	☐				☐
Do Board members support the <u>organization- DPU</u> publicly.?	☐	☐	☐	☐	☐
Does it The board communicates <u>s</u> effectively with the County Council.?	☐	☐	☐	☐	☐

Commented [KC9]: From Member Hollingsworth: Q18: Define "the organizations" and "the organization."

19. Additional comments regarding communication and advocacy:

Write your answer here

BOARD RESPONSIBILITY AREAS

Commented [KC10]: From Member Hollingsworth: Q20, 21, 23, 24, 25, 26, 27, 28: If these remain yes/no, then add don't know.

Legal

20. Does the board act within the guidelines set by the county charter and policies and procedures document?

☐ YES

☐ NO

☒ DON'T KNOW

21. Are there written policies on board ethics and conflicts of interest?

☐ YES

☐ NO

☒ DON'T KNOW

22. Additional comments regarding legal responsibility:

Write your answer here

Financial

23. Does the board approve annual operating and capital budgets and receive periodic (at least quarterly) progress reports?

☐ YES

☐ NO

☒ DON'T KNOW

24. Does the board review a financial plan for the organization and receive sufficient information to monitor its financial strength and performance?

☐ YES

☐ NO

☒ DON'T KNOW

25. Are financial goals and comparative ratios established and does the board receive tracking information?

Commented [KC11]: From Member Hollingsworth: Q25: Define comparative ratios.

☐ YES

☐ NO

☐ DON'T KNOW

26. Are the requirements for an annual audit met and does the board receive a report on the results?

☐ YES

☐ NO

☐ DON'T KNOW

27. Are the organizations and the board indemnified sufficiently against insurable risk?

☐ YES

☐ NO

☐ DON'T KNOW

28. Does the board effectively recommend and advocate for rate increases with the County Council when these increases are necessary for the financial health of the department?

☐ YES

☐ NO

☐ DON'T KNOW

29. Additional comments regarding financial responsibility:

Write your answer here

30. Planning

	All the time	Most of the time	Sometimes	Seldom	Not at all
Is the board informed about the business environment in which the organization <u>DPU</u> is operating?	☐	☐	☐	☐	☐
Does the board review and approve the organization <u>DPU</u> 's mission, goals, and major strategic initiatives?	☐	☐	☐	☐	☐
Do board members usually attend annual DPU strategy and planning meetings?	☐	☐	☐	☐	☐

31. Additional comments regarding planning:

Write your answer here

Board/Management Relations

32. Is there a written job description and/or employment contract for the Utilities Manager?

☐ YES

☐ NO

33. Does the board conduct a formal, annual performance review of the Utilities Manager?

☐ YES

☐ NO

34. Is the Utilities Manager’s compensation linked to the results of this review?

☐ YES

☐ NO

35. Does the board make resources available for the Utilities Manager’s continued professional development?

☐ YES

☐ NO

36. Is there a succession plan for the Utilities Manager, with exposure to the board of possible successors?

☐ YES

☐ NO

37. Has the board established an effective working relationship with the Utilities Manager?

☐ YES

☐ NO

38. Is there board/management cooperation on determining the future direction of the organization?

☐ YES

☐ NO

39. Are board members' and Utilities Manager's roles clearly defined so the board focuses on its policy role and avoids micro-management?

☐ YES

☐ NO

40. Does the board provide overall staffing direction to the Utilities Manager without becoming involved in specific personnel matters?

☐ YES

☐ NO

41. Is the board explicit about the information it needs from the Utilities Manager to fulfill its governance function?

☐ YES

☐ NO

42. Additional comments regarding board and management relations:

Write your answer here

43. Education and Development

Commented [KC12]: From Member Hollingsworth:
Q39: Define "policy" role? What is line between "advising and consenting" and "micro-managing"? I.e., BPU approves rate changes, bids, etc. Is this simply "policy" role?

	All the time	Most of the time	Sometimes	Seldom	Not at all
Do board members participate in educational opportunities recommended and offered by the county, department, or other entities that enhance their effectiveness as a board member?	☐	☐	☐	☐	☐

44. Additional comments regarding education and development:

Write your answer here

OPEN ENDED QUESTIONS

45. What could the chair have done that would've improved the board's effectiveness?

Write your answer here

46. What did the board accomplish during the past year?

Write your answer here

47. What did the board fail to accomplish during the past year?

Write your answer here

48. What did the board do well during the past year?

Write your answer here

49. What did the board do poorly during the past year?

Write your answer here

50. What were the key issues of the past year? Did the board address them adequately?

Write your answer here

51. What changes could be made to make this self-evaluation more effective?

Write your answer here