



Executive Director Performance Review 2016

Please rate the Executive Director’s performance using the criteria below. The Executive Director is responsible for providing leadership and overall direction for the California Tahoe Conservancy (Conservancy) through effective administration and delegation. The Executive Director’s current duty statement is attached (Attachment 2).

Each section also provides for comments, explanations, or responses to the specific criteria. Where applicable, please explain specifically how your comment or assessment relates to the Conservancy’s priorities as set forth in the adopted Strategic Plan (Strategic Plan Summary – Attachment 3), previous Board performance review feedback (Attachment 4), and the Executive Director’s Self Appraisal (Attachment 5). In addition, please provide specific examples or explanation for any Unsatisfactory ratings and make suggestions for improvement (see also narrative section at the end of the form). You may type directly in the comment sections of the form.

Please use the following rating scale:

- 4 = Excellent – exceeds expectations**
- 3 = Good – meets expectations well**
- 2 = Satisfactory – meets expectations adequately**
- 1 = Unsatisfactory – not meeting expectations**
- NA = Insufficient knowledge to rate**

REVIEW CATEGORY/CRITERIA	RATING
I. Implementation of Conservancy’s Mission and Strategic Plan	
<ul style="list-style-type: none"> a) Establishes a vision and strategic direction for the Conservancy that supports the mission of the organization and meets the needs of the Lake Tahoe region. b) Understands and implements Conservancy’s governing statutes. c) Maintains Conservancy focus on, effectively uses, and is generally achieving the objectives and actions of Conservancy’s Strategic Plan. d) Supports efforts that advance environmental preservation and the economic and social well-being of Lake Tahoe residents. e) Understands the working structure and culture of the Conservancy as well as the political, social, and economic issues affecting the Conservancy. 	
Comments:	

REVIEW CATEGORY/CRITERIA	RATING
II. Working with Conservancy's Constituencies	
<ul style="list-style-type: none"> a) Provides leadership and directs staff to support and enhance strong partnerships with local governments, universities, and federal and state agencies. b) Maintains an open, participatory process for stakeholders through regular meetings, coordination, communication, and collaboration. c) Promotes Conservancy concerns and builds a strong relationship with legislators, legislative staff, and others in Sacramento. d) Coordinates program implementation and maintains relationships with the Natural Resources Agency, Department of Finance, and Governor's Office. e) Provides leadership and direction for coordination with other state agencies and seeks to harmonize state agency jurisdictional mandates and address other implementation issues as appropriate. f) Provides leadership and promotes a responsive and nonpartisan approach with the news media and public through proactive communication and media strategies as feasible. g) Participates in public speaking venues and other opportunities to speak about the Conservancy's programs. Has established a positive reputation for the Conservancy with external stakeholders. 	
Comments:	
REVIEW CATEGORY/CRITERIA	RATING
III. Relationship with Board and Board Meeting Management	
<ul style="list-style-type: none"> a) Maintains effective working relationships and open communication with the Board as a whole. b) Facilitates Board decision-making while respecting the Board's authority. c) Informs the Board and accepts input on important Conservancy business. d) Maintains effective relationships, communication, and support with individual Board members. e) Directs preparation and presentation of well-reasoned, legally defensible, and factually supported staff reports and recommendations. f) Provides leadership to maintain an open, participatory, and understandable public process to the maximum extent feasible. g) Directs adequate logistical support for meetings. 	
Comments:	

REVIEW CATEGORY/CRITERIA	RATING
IV. Agency Operations and Staff Management	
<ul style="list-style-type: none"> a) Provides guidance to support program implementation and assure consistent decision-making, including strategic planning (goals, objectives, actions), and other policy guidance. b) Provides leadership to enable effective staff work through regular oversight, effective delegation of authority and responsibility, clear communication and coordination, fostering a team environment, maintaining staff morale, and setting standards for employee conduct consistent with the core values of Conservancy. c) Initiates opportunities for and seeks new funding to achieve program and Strategic Plan goals and priorities. d) Effectively implements program priorities, consistent with budgetary allocations and State finance rules and other control agency requirements. e) Directs and supports recruitment, training, retention, and advancement of a competent and diverse workforce. f) Manages and leads organizational transformation to better achieve the Conservancy's mission. 	
<p>Comments:</p>	
REVIEW CATEGORY/CRITERIA	RATING
V. Personal Attributes and Qualifications	
<ul style="list-style-type: none"> a) Maintains knowledge and understanding of current developments affecting the Lake Tahoe Region. b) Exercises good judgment, decision-making skills, and political sensitivity. c) Identifies, develops, and implements effective and creative problem-solving approaches within institutional constraints; willing to consider new ideas and adapt or be flexible where appropriate. d) Communicates clearly and effectively, both verbally and in writing. 	
<p>Comments:</p>	
NARRATIVE EVALUATION	
<p>1. What would you identify as the Executive Director's strength(s), expressed in terms of the primary results achieved during the rating period?</p>	

2. What performance area(s) would you identify as most critical for improvement?

3. What constructive suggestions or assistance can you offer to the Executive Director to enhance performance?

4. What other comments do you have for the Executive Director; e.g., relative to agency priorities, performance expectations, and Strategic Plan goals or objectives for the next rating period?