

**San Jose Police & Fire
2019 Board Performance Assessment**

Introduction

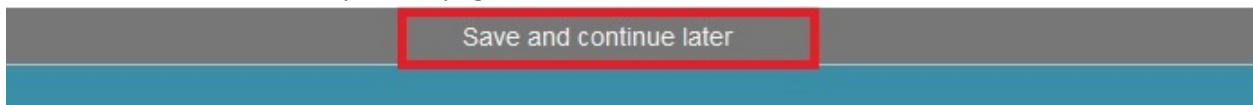
OVERVIEW

As part of the Board Performance Assessment process, Board members are asked to evaluate the Board's performance over the past fiscal year, using this on-line Questionnaire. Upon completion of the Questionnaire, you will be invited to expand on your responses in a one-on-one telephone interview with a representative of Cortex.

Individual Questionnaire responses and comments provided during the telephone interviews will remain anonymous. An aggregate summary of Board members' responses and comments, along with the names of the board members who participated in the survey, may be presented to the Board.

INSTRUCTIONS

1. Trustees are asked to complete the survey by [Deadline]. The survey will require approximately 20-30 minutes to complete.
2. Answer each question by selecting the appropriate response. If you feel you are unable to provide an informed response to a particular question or statement, please select "Unable to Assess."
3. To proceed to the next page, click "Next." To return to the previous page, click "Back".
4. You may complete the survey in multiple sittings. To save your progress, click the "Save and continue later" link at the top of the page, as illustrated below.



5. Once you click on the "Save and continue later" link, a message will display confirming your saved progress and you may exit the browser. Your responses from the previous pages will be saved, **but any responses on the current page will not be saved.** It is therefore best to save your progress only after completing a page.
6. To continue from your saved session, click on the access link provided in the invitation email that was initially used to access the survey.
7. At the conclusion of the survey, a "Review your Responses" page will display all your responses for your review. You may go back to correct your responses by clicking "Back" (this will not affect your responses to other questions).
8. Once you are satisfied with your responses, you may submit your responses by clicking "Submit".

If you have any questions concerning the survey, please contact Jenny Tam of Cortex at the co-ordinates below.

Thank you,

Jenny Tam

Analyst | Cortex Applied Research

T: 416.967.0252 x 221 | F: 416-967-2711 | jtam@cortexconsulting.com

2489 Bloor Street West | Unit 304 | Toronto | Ontario | M6S 1R6

Respondent Background

Please note that completed surveys may be subject to public record requests.

1. To assist in coordinating a follow-up interview, please provide the following information:

Name:

Telephone number:

2. Please indicate how many years you have served on the Board:

- ☐ Less than 2 years
- ☐ 2 to 5 years
- ☐ More than 5 years

Board Member Interactions and Decision-Making

For the following questions, if you are unsure, or feel you lack the required information to respond, please select "Unable to Assess". For questions marked with an asterisk, please review the Evaluation Package attached in the email invitation for this survey.

3. Please reflect on the activities of the **Board as a whole** and evaluate the following behaviors relative to your expectations.

The extent to which:	Above Expectations	Meets Expectations	Below Expectations	Well Below Expectations	Unable to Assess
a. ...the Board focuses on policy and strategy rather than operational details.					
b. ...Board meetings are organized and well-run .					
c. ...the Board uses its committees effectively.					
d. ...the Board ensures its decisions are supported by analysis and research.					
e. ...the Board seeks staff analysis and recommendations related to issues it is considering.					
f. ...the Board carefully deliberates before taking action (e.g., adequately considers alternatives).					
g. ...the Board handles disagreements among Board members in a professional manner .					
h. ...the Board adheres to its own policies.					
i. ...the Board takes timely action to address issues or concerns when they arise					
j. ...the Board as whole instills trust and confidence among stakeholders.					
k. ...the Board engages in in-house education as a group.*					
l. ...individual Board members avail themselves of external educational opportunities .*					

4. If you indicated the Board is performing below your expectation on any of the above issues, please elaborate below. Alternately, you may save your comments for the follow-up interview.

Committee Activities

For the following questions, if you are unsure, or feel you lack the required information to respond, please select "Unable to Assess". For questions marked with an asterisk, please review the Evaluation Package attached in the email invitation for this survey.

5. Please indicate your level of agreement/disagreement with the following statements:

The following committees add value to the Board's decision-making process:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Unable to Assess
a. Audit/Risk Committee						
b. Personnel Committee						
c. Governance Committee						
d. Investment Committee						
e. Disability Committee						

6. Please reflect on how often the following committees meet throughout the year*:

	Too seldom	Optimal	Too often	Unable to Assess
a. Audit/Risk Committee				
b. Personnel Committee				
c. Governance Committee				
d. Investment Committee				
e. Disability Committee				

7. If you believe any of the Board's committees perform below your expectations, please elaborate below. Alternately, you may save your comments for the follow-up interview.

The Board's Interactions with Management

For the following questions, if you are unsure, or feel you lack the required information to respond, please select "Unable to Assess".

8. Please reflect on the activities of the **Board as a whole** and indicate the extent in which you agree with the following statements:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Unable to Assess
a. The Board challenges management in a constructive manner.						
b. The Board provides valuable alternative points of view to management.						
c. The Board creates a supportive environment for management and staff.						
d. The Board provides the CEO with helpful feedback to enhance future performance.						

9. If you disagreed with any of the above, please elaborate below. Alternately, you may save your comments for the follow-up interview.

Communications and Goal-Setting

For the following questions, if you are unsure, or feel you lack the required information to respond, please select "Unable to Assess".

Please indicate your level of agreement/disagreement with the following statements.

10. The Board establishes suitable goals, strategies, and plans for:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Unable to Assess
a. the organization as a whole.						
b. the investment program.						
c. member services.						
d. the Board's own governance.						
e. stakeholder communications.						

11. The Board effectively monitors the performance of:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Unable to Assess
a. the organization as a whole.						
b. the investment program.						
c. member services.						
d. the stakeholder communications function.						

12. In the area of Human Resources, the Board:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Unable to Assess
a. engages effectively in succession planning for key management and staff positions.						

13. If you indicated disagreement with any of the items above, please elaborate below. Alternately, you may save your comments for the follow-up interview.

Individual Board Members

For the following questions, if you are unsure, or feel you lack the required information to respond, please select "Unable to Assess".

14. Please reflect on the activities of your **fellow Board members** and indicate your level of satisfaction with each of the following behaviors.

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Unable to Assess
a. Their level of attendance and punctuality at meetings.					
b. Their level of preparation for meetings.					
c. Their understanding of when it is appropriate to act in a fiduciary or stakeholder role .					
d. Their contributions to Board/committee discussions and deliberations.					
e. Their ability to demonstrate respect for other Board members' ideas and opinions.					
f. Their ability to accept the decisions of the Board , even if they did not vote in favor of them.					
g. Their ability to respect the opinions expressed by management.					
h. The manner in which they communicate externally on matters pertaining the Plan.					

15. If you indicated dissatisfaction with any of the issues raised above, please elaborate below. Alternately, you may save your comments for the follow-up interview.

Board Meetings and Time Distribution

For the following questions, if you are unsure, or feel you lack the required information to respond, please select "Unable to Assess". For questions marked with an asterisk, please review the Evaluation Package attached in the email invitation for this survey.

16. Please reflect on how often the Board meets as a whole throughout the year (excluding committee meetings and off-site programming or retreats).*

	Too few	Optimal	Too many	Unable to Assess
The number of Board meetings is:				

17. Please reflect on the typical length of Board meetings (excluding committee meetings).

	Too short	Optimal	Too long	Unable to Assess
The average duration of Board meetings is:				

18. Please indicate your level of satisfaction with the following:

	Very satisfied	Satisfied	Dissatisfied	Very dissatisfied	Unable to Assess
The Board meeting location and facilities .					

19. Please indicate whether the Board and its committees devote too little, an optimal amount, or too much time to each of the following topics.

	Too little	Optimal	Too much
a. Plan design			
b. Understanding Fund liabilities			
c. Member services			
d. The investment function – Asset allocation policy			
e. The investment function - Manager selection (<i>public markets</i>)			
f. The investment function - Manager selection (<i>private markets</i>)			
g. Investment risk management and reporting			
h. Operational risk management			
i. The audit function			
j. Human resources management			
k. Operations			
l. Board governance			
m. Other, please specify (optional)			

Summary Evaluation

20. Please rate the Board's performance over the past year in the following areas:

	Poor 1	2	3	4	5	6	7	8	9	Excellent 10
a. The Board's success in focusing on appropriate issues, goals and objectives										
b. The Board's ability to focus on its fiduciary duties.										
c. The quality and efficiency of Board/committee deliberations and decision-making										
d. Group dynamics/interaction among Board members.										
e. The Board's relationship/interaction with Management and Advisors										
f. The Board's ability to monitor the performance of the organization										
g. The overall performance of the Board										

21. Which do you think were the most significant achievements of the Board over the past year, and why?

22. Over the past fiscal year, were there any aspects of the Board's operations or activities that could have been improved, and which you have not already noted in your previous responses?

23. If you have any additional comments or suggestions regarding the performance of the Board or its committees, please list them in the space provided here. Alternately, you may save your comments for the follow-up interview.