MEMORANDUM

TO: Board of Trustees

FROM: Dee Carey
Director of Human Resources

SUBJECT: Review, discuss, and possibly take action on District General Manager Steven J. Pinkerton annual performance evaluation

DATE: August 14, 2018

Staff received five of five evaluations from the Board of Trustees which are included in the packet. Below is the summary evaluation for each competency from the Board of Trustees:

Competency	Trustee Wong	Trustee Horan	Trustee Morris	Trustee Callicrate	Trustee Dent
Policy Facilitation and Board Relationship	MR	MR	MR	NI/MR	NI
Leadership Effectiveness	MR	ER	MR	MR	NI
Planning, Initiative, Risk-Taking	MR	MR	MR	MR	NI
Functional and Operational Management	MR	ER	MR	NI/MR	NI
Representation, Advocacy & Citizen Participation	MR	ER	MR	MR	NI
Integrity, Communications & Personal Development	MR	MR	ER	NI/MR	NI
Human Relations Skills	MR	MR	MR	NI/MR	MR
Overall Evaluation	MR	MR	MR	NI/MR	NI

NI = Needs Improvement
MR = Meets Requirements
ER = Exceeds Requirements

This is the Board of Trustees agenda item and thus they are free to openly discuss their thoughts regarding the evaluation. The purpose of the evaluation is to rate how the District's General Manager has performed against his goals and rate him in the seven competencies from the evaluation.

As communicated to the Trustees, when evaluations are done properly, performance evaluations can be a powerful tool in managing employees. Sometimes evaluations can be uncomfortable for both the "manager" and the employee, but are ultimately in the best interest of everyone involved. Ideally, performance evaluations give the employee the chance to learn about his areas of opportunity and gain an understanding of how his career can develop, increase efficiency and effectiveness.

Some of the key best practices to keep in mind while evaluating are:

- ✓ Evaluation should be based on the year's performance not just the last few months. The feedback should be relevant, factual and specific, with examples for both the good and bad points.
- ✓ Strengths should be acknowledged and corrective action needed in weak performance areas should be identified.
- ✓ Honesty and guidance are key - constructive feedback to ensure the business is operating at its peak, performance reviews gives you the opportunity to praise for what done well, correct what been done wrong, and discuss your vision for growth and future at the District. The ideal outcome for a performance appraisal is for managers and employees to have meaningful, reflective conversations together
- ✓ What would you like to see changed in the position moving forward?
- ✓ Feedback shouldn't be all positive or all negative - a healthy balance of both is best.
- ✓ Instead of using terms such as "good" or "excellent" in a review, employers should opt for more measurement-oriented language, action words are more meaningful - words such as "excels," "exhibits," "demonstrates," "grasps," "generates," "manages," "possesses," "communicates," "monitors," "directs" and "achieves."

When performance evaluations are done properly, they can be a powerful tool in managing employees. Ideally, performance evaluations give the employee the chance to learn about their areas of opportunity and gain an understanding of how their career can develop, increase efficiency and effectiveness.

Each Trustee was asked to prepare an evaluation of the General Manager. Each Trustees written evaluation is attached hereto and the public should understand that as with any written statement these are statements of the author only and have neither been fact checked or verified by the District and are solely thoughts, opinions, statements, etc. of the author as identified.

After discussion regarding the General Manager's Annual Performance Evaluation is completed, a motion will be needed from the Board of Trustees. It is recommended that this occur after the General Manager's evaluation is read by Chairwoman Wong. The following motion, in some form, should be made:

> The Incline Village General Improvement District's General Manager Steven J. Pinkerton has had his performance evaluation presented in public on August 27, 2018. The Board of Trustees moves to give the Incline Village General Improvement District's General Manager Steven J. Pinkerton an overall performance evaluation rating of _____ *(select **EITHER** needs improvement, meets requirements, or exceeds requirements).*

Following is the Nevada Revised Statutes reference under which the General Manager's performance evaluation falls:

> ***NRS 241.031 Meeting to consider character, misconduct or competence of elected member of public body or certain public officers.***
>
> *1. Except as otherwise provided in subsection 2, a public body shall not hold a closed meeting to consider the character, alleged misconduct or professional competence of:*
>
> *(a) An elected member of a public body; or*
>
> *(b) A person who is an appointed public officer or who serves at the pleasure of a public body as a chief executive or administrative officer or in a comparable position, including, without limitation, a president of a university,*

state college or community college within the Nevada System of Higher Education, a superintendent of a county school district, a county manager and a city manager.

2. *The prohibition set forth in subsection 1 does not apply if the consideration of the character, alleged misconduct or professional competence of the person does not pertain to his or her role as an elected member of a public body or an appointed public officer or other officer described in paragraph (b) of subsection 1, as applicable.*

(Added to NRS by 1993, 2636; A 2005, 2245)

Attached, as a reference document that was provided to the Board of Trustees prior to doing their evaluations, is the General Manager Goals for Fiscal Year 2017-2018 report and the District's Strategic Plan.

Incline Village General Improvement District – Wong 2018
General Manager Evaluation Form
Performance Review Period: 2017-2018

A. POLICY FACILITATION AND BOARD RELATIONSHIP

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Facilitative Leadership – Builds cooperation and consensus among and within diverse groups helping them identify common goals and act effectively to achieve them, recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions.	MR
Facilitation of Board Effectiveness – Assists elected officials in developing policies that can be implemented effectively and that serves the best interests of the community.	MR
Preparation - Provides sufficient staff reports and related agenda materials to allow for effective Board discussion/decision-making. Provides information to Board members in a timely manner. Obtains and evaluates relevant information and implements or recommends appropriate solutions to problems.	MR
Professionalism – Displays a professional attitude/image that assures public confidence.	MR
Accessibility – Is accessible and responsive to Board member requests and communications.	MR
Planning – Plans effectively to address upcoming issues. Identifies needs, studies issues and provides alternative solutions.	MR
Responsiveness – Responds in a timely manner to issues and opportunities that arise.	MR

Comments: For the first time since I was elected, the membership of the board has been stable. Mr. Pinkerton always takes the time to answer all of my questions related to agenda items so that I can make informed decisions.

B. LEADERSHIP EFFECTIVENESS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement - NI

	Rating
Coaching/Mentoring – Provides direction, support, feedback and recognition to enable others to meet their potential.	MR
Team Leadership – Facilitates teamwork between departments, with the Board of Directors, and with the community.	MR
Empowerment – Creates a work environment that encourages responsibility and decision-making at all levels.	MR
Delegation – Assigns responsibility to others effectively. Supports innovative problem-solving by involving others in implementing better methods and procedures.	MR
Role Model – Sets a professional example and strong work ethic in and out of the workplace. Inspires others to achieve results.	MR
Fairness - Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR

Comments: Mr. Pinkerton effectively leads the district. He does a good job of recognizing outstanding service by employees and empowering them to take action to provide excellent customer service. Mr. Pinkerton has been leveraging Gung Ho as a workplace practice. He has been working to retain full-time employees and seasonal staff, especially among competition with other agencies and job opportunities.

C. PLANNING, INITIATIVE, RISK-TAKING

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Strategic planning – Facilitates planning processes for the District to anticipate future needs and trends. Articulates a vision to the District and the community.	MR
Plan implementation - Creates implementation plans which follow the adopted direction of the Board.	MR
Initiative – Demonstrates a personal orientation toward action and accepting responsibility for results. Resists the status quo and removes barriers which delay progress toward goals.	MR
Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	MR

Comments: Mr. Pinkerton continues to follow the guidance provided by the board related to the strategic plan and the board work plan. The Community Services Master Plan will identify priorities of the community and provide direction to both the board and staff.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Financial Management – Plans, implements and directs a comprehensive financial program for the District's long-range goals. Effectively communicates financial information to the Board and the public. Anticipates financial needs or potential impacts and addresses them in advance.	MR
Management of Resources – Maintains a high level of quality and quantity in staff work and facilitates operational procedures and service delivery that maximize effectiveness. Sets standards and measures results.	MR
Service Delivery – Understands the basic principles of service delivery in the District's service areas: water, sewer, trash, recreation, and capital project delivery. Promotes efficiency and effectiveness in delivery of services.	ER
Operational Knowledge – Understands the basic principles of operational needs including: revenue sources, budgeting, financial tracking, human resources, staffing, work operations, and technological advancements. Promotes efficiency and effectiveness in all operations.	ER
Responsiveness - Follows-ups recommendations, concerns or complaints as promptly as possible.	MR

Comments: Mr. Pinkerton excels in this area. He effectively balances outstanding customer service with responsible financial management. I am constantly impressed by his knowledge of our operations and history of service. Customer service measurement began two years ago and continue to be refined. As we develop a history of information, these metrics will be more useful for operational decisions. The district continues to be financially stable and well managed.

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
District Representation - Represents the District well in presentations to civic groups, media and the public and provides a positive, professional image. Develops cooperative working relationships with outside governmental agencies and other outside groups.	MR
Democratic Advocacy – Fosters the values and integrity of local government. Enhances community understanding of District's goals, objectives and processes.	MR
Citizen Participation – Recognizes the rights of citizens and promotes individual involvement in the District's processes. Responds to issues and concerns promptly. Handles individual citizen's complaints well.	MR

Comments: Mr. Pinkerton represents IVGID in the community and with other governmental agencies. He does a good job of engaging the community, especially through the Community Services Master Plan. Mr. Pinkerton has spearheaded community forums about district finances and the beaches, which were well received by the community. We need to continue these educational forums on topics of interest to the community. Mr. Pinkerton needs to develop a manageable way to respond to lies posted on social media sites.

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Integrity – Demonstrates fairness, honesty, ethical and legal awareness in relationships and activities, and personal accountability for actions.	MR
Verbal Communication - Promotes and engages in two-way communication. Facilitates the flow of ideas, information and understanding between the District and among individuals.	MR
Verbal Communication – Clearly and concisely communicates ideas, information, problems and questions using language appropriate to the listener.	MR
Accessibility - Is accessible to Board, staff and citizens. Is open and accepting of new ideas, suggestions and concerns.	MR
Written Communication - Writes clear and concise memos, letters and reports which convey all relevant information using words and phrases appropriate to the audience.	MR
Personal development – Demonstrates a commitment to continuous learning, improvement, education, and self-development.	MR

Comments: Mr. Pinkerton focuses on facts and information in his communications, which is useful when the board makes decisions. Mr. Pinkerton has always demonstrated the highest level of integrity in his communications and work product.

Incline Village General Improvement District – Wong 2018
General Manager Evaluation Form
Performance Review Period: 2017-2018

G. HUMAN RELATIONS SKILLS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR
Is straight-forward in communications, and is capable of being firm when circumstances warrant. Uses criticism constructively and objectively, while demonstrating sensitivity to the feelings of others.	MR
Follows-ups recommendations, concerns or complaints as promptly as possible.	MR

Comments:

H. SUMMARY EVALUATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
A. Policy Facilitation and Board Relationship	MR
B. Leadership Effectiveness	MR
C. Planning, Initiative, Risk-Taking	MR
D. Functional and Operational Management	MR
E. Representation, Advocacy and Citizen Participation	MR
F. Integrity, Communications and Personal Development	MR
G. Human Relations Skills	MR

Overall Evaluation:

____ Exceeds Requirements _X____ Meets Requirements _____ Needs Improvement

Board Chair

Board Vice Chair

Board Secretary

Board Treasurer

Board Trustee

General Manager

Date

Incline Village General Improvement District – Horan 2018
General Manager Evaluation Form
Performance Review Period: 2017-2018

A. POLICY FACILITATION AND BOARD RELATIONSHIP

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Facilitative Leadership – Builds cooperation and consensus among and within diverse groups helping them identify common goals and act effectively to achieve them, recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions.	MR
Facilitation of Board Effectiveness – Assists elected officials in developing policies that can be implemented effectively and that serves the best interests of the community.	MR
Preparation - Provides sufficient staff reports and related agenda materials to allow for effective Board discussion/decision-making. Provides information to Board members in a timely manner. Obtains and evaluates relevant information and implements or recommends appropriate solutions to problems.	MR
Professionalism – Displays a professional attitude/image that assures public confidence.	ER
Accessibility – Is accessible and responsive to Board member requests and communications.	ER
Planning – Plans effectively to address upcoming issues. Identifies needs, studies issues and provides alternative solutions.	MR
Responsiveness – Responds in a timely manner to issues and opportunities that arise.	MR

Comments: I find that Steve continues to be readily available to discuss District issues and continues to work with the Board in establishing priorities. He continues to work with staff to give the Board information on a timely basis.

B. LEADERSHIP EFFECTIVENESS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement - NI

	Rating
Coaching/Mentoring – Provides direction, support, feedback and recognition to enable others to meet their potential.	ER
Team Leadership – Facilitates teamwork between departments, with the Board of Directors, and with the community.	ER
Empowerment – Creates a work environment that encourages responsibility and decision-making at all levels.	ER
Delegation – Assigns responsibility to others effectively. Supports innovative problem-solving by involving others in implementing better methods and procedures.	MR
Role Model – Sets a professional example and strong work ethic in and out of the workplace. Inspires others to achieve results.	ER
Fairness - Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	ER

Comments: District wide training continues to be an ongoing effort. I continue to see growth in our senior management team. His personal work ethic is an excellent role model for staff. I believe he is very even handed in dealing with all members of the team.

C. PLANNING, INITIATIVE, RISK-TAKING

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Strategic planning – Facilitates planning processes for the District to anticipate future needs and trends. Articulates a vision to the District and the community.	ER
Plan implementation - Creates implementation plans which follow the adopted direction of the Board.	MR
Initiative – Demonstrates a personal orientation toward action and accepting responsibility for results. Resists the status quo and removes barriers which delay progress toward goals.	MR
Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	MR

Comments: The Community Master Plan, although not complete yet is making very good progress.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Financial Management – Plans, implements and directs a comprehensive financial program for the District's long-range goals. Effectively communicates financial information to the Board and the public. Anticipates financial needs or potential impacts and addresses them in advance.	ER
Management of Resources – Maintains a high level of quality and quantity in staff work and facilitates operational procedures and service delivery that maximize effectiveness. Sets standards and measures results.	MR
Service Delivery – Understands the basic principles of service delivery in the District's service areas: water, sewer, trash, recreation, and capital project delivery. Promotes efficiency and effectiveness in delivery of services.	ER
Operational Knowledge – Understands the basic principles of operational needs including: revenue sources, budgeting, financial tracking, human resources, staffing, work operations, and technological advancements. Promotes efficiency and effectiveness in all operations.	ER
Responsiveness - Follows-ups recommendations, concerns or complaints as promptly as possible.	MR

Comments: Steve has excellent operational knowledge of the Districts' operational requirements and the financial operations of the various facilities.

Incline Village General Improvement District – Horan 2018
General Manager Evaluation Form
Performance Review Period: 2017-2018

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
District Representation - Represents the District well in presentations to civic groups, media and the public and provides a positive, professional image. Develops cooperative working relationships with outside governmental agencies and other outside groups.	ER
Democratic Advocacy – Fosters the values and integrity of local government. Enhances community understanding of District's goals, objectives and processes.	ER
Citizen Participation – Recognizes the rights of citizens and promotes individual involvement in the District's processes. Responds to issues and concerns promptly. Handles individual citizen's complaints well.	MR

Comments: He continues to be very active in meeting with community meetings and activities. He has also promoted the Boards conducting face to face meetings with the public

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Integrity – Demonstrates fairness, honesty, ethical and legal awareness in relationships and activities, and personal accountability for actions.	ER
Verbal Communication - Promotes and engages in two-way communication. Facilitates the flow of ideas, information and understanding between the District and among individuals.	MR
Verbal Communication – Clearly and concisely communicates ideas, information, problems and questions using language appropriate to the listener.	MR
Accessibility - Is accessible to Board, staff and citizens. Is open and accepting of new ideas, suggestions and concerns.	ER
Written Communication - Writes clear and concise memos, letters and reports which convey all relevant information using words and phrases appropriate to the audience.	MR
Personal development – Demonstrates a commitment to continuous learning, improvement, education, and self-development.	MR

Comments: Steve has always demonstrated the highest level of integrity and honesty in my interaction with him. He has always been open to new ideas and suggestions.

G. HUMAN RELATIONS SKILLS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR
Is straight-forward in communications, and is capable of being firm when circumstances warrant. Uses criticism constructively and objectively, while demonstrating sensitivity to the feelings of others.	MR
Follows-ups recommendations, concerns or complaints as promptly as possible.	MR

Comments:

H. SUMMARY EVALUATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
A. Policy Facilitation and Board Relationship	MR
B. Leadership Effectiveness	ER
C. Planning, Initiative, Risk-Taking	MR
D. Functional and Operational Management	ER
E. Representation, Advocacy and Citizen Participation	ER
F. Integrity, Communications and Personal Development	MR
G. Human Relations Skills	MR

Overall Evaluation:

____ Exceeds Requirements ___MR__ Meets Requirements _____ Needs Improvement

_____ Board Chair

Philip Horan
Board Vice Chair

_____ Board Secretary

_____ Board Treasurer

_____ Board Trustee

_____ General Manager

_____ Date

Incline Village General Improvement District – Morris 2018
General Manager Evaluation Form
Performance Review Period: 2017-2018

A. POLICY FACILITATION AND BOARD RELATIONSHIP

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Facilitative Leadership – Builds cooperation and consensus among and within diverse groups helping them identify common goals and act effectively to achieve them, recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions.	MR
Facilitation of Board Effectiveness – Assists elected officials in developing policies that can be implemented effectively and that serves the best interests of the community.	MR
Preparation - Provides sufficient staff reports and related agenda materials to allow for effective Board discussion/decision-making. Provides information to Board members in a timely manner. Obtains and evaluates relevant information and implements or recommends appropriate solutions to problems.	ER
Professionalism – Displays a professional attitude/image that assures public confidence.	ER
Accessibility – Is accessible and responsive to Board member requests and communications.	MR
Planning – Plans effectively to address upcoming issues. Identifies needs, studies issues and provides alternative solutions.	MR
Responsiveness – Responds in a timely manner to issues and opportunities that arise.	ER

Comments: Mr. Pinkerton is always available to meet and address any matter I request and is always prepared and well-studied prior to those meetings. I find his experience, knowledge and attention to detail to be invaluable in helping me understand and think things through such that I can approach all board meetings and key decisions well briefed, knowledgeable and ready to make decisions.
He is extremely professional in dealing with the public and the board and impresses me always in his ability to remain focused on the subject at hand, even during the most trying of interactions.
I would like to see a little more expediency in the development of the IVGID Code as we do have a few pressing policies to update or flesh out in order to address current times and needs.

B. LEADERSHIP EFFECTIVENESS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement - NI

	Rating
Coaching/Mentoring – Provides direction, support, feedback and recognition to enable others to meet their potential.	MR
Team Leadership – Facilitates teamwork between departments, with the Board of Directors, and with the community.	MR
Empowerment – Creates a work environment that encourages responsibility and decision-making at all levels.	MR
Delegation – Assigns responsibility to others effectively. Supports innovative problem-solving by involving others in implementing better methods and procedures.	MR
Role Model – Sets a professional example and strong work ethic in and out of the workplace. Inspires others to achieve results.	MR
Fairness - Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR

Comments: Mr. Pinkerton has developed, lead and supported an excellent team who consistently deliver exceptional results and who work together extremely well. I regularly check in with staff on their perspective of his leadership and am always pleased with the very positive comments offered up. Looking forward, it will require great leadership to find a replacement for Brad Johnson who leaves an indelible, very positive mark upon the district. I am confident Steve will deliver for us.

C. PLANNING, INITIATIVE, RISK-TAKING

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Strategic planning – Facilitates planning processes for the District to anticipate future needs and trends. Articulates a vision to the District and the community.	MR
Plan implementation - Creates implementation plans which follow the adopted direction of the Board.	MR
Initiative – Demonstrates a personal orientation toward action and accepting responsibility for results. Resists the status quo and removes barriers which delay progress toward goals.	MR
Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	MR

Comments: Mr. Pinkerton ably lead us through the development and acceptance of the updated Strategic Plan and has continued to capably lead the development of the Community Services Plan.
I would have liked to see the Community Services Plan process move more quickly. I understand the need for thoroughness and inclusiveness in such a critical process but enabling the public at large to more quickly see the results of all their input as well all as the district's work which they have heard so much about (but been less able to see) is important to ensure their understanding of, and commitment to, the eventual outcome.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Financial Management – Plans, implements and directs a comprehensive financial program for the District's long-range goals. Effectively communicates financial information to the Board and the public. Anticipates financial needs or potential impacts and addresses them in advance.	MR
Management of Resources – Maintains a high level of quality and quantity in staff work and facilitates operational procedures and service delivery that maximize effectiveness. Sets standards and measures results.	MR
Service Delivery – Understands the basic principles of service delivery in the District's service areas: water, sewer, trash, recreation, and capital project delivery. Promotes efficiency and effectiveness in delivery of services.	ER
Operational Knowledge – Understands the basic principles of operational needs including: revenue sources, budgeting, financial tracking, human resources, staffing, work operations, and technological advancements. Promotes efficiency and effectiveness in all operations.	ER
Responsiveness - Follows-ups recommendations, concerns or complaints as promptly as possible.	MR

Comments: I continue to be impressed with Mr. Pinkerton's depth of knowledge across all aspects of district operations. Additionally, his knowledge of, and keenness to share full transparency in, our financial management is also commendable. I specifically applaud his efforts, together with Jerry Eick, to hold the financial forum in 2017. It was extremely well-received and very informative. Mr. Pinkerton's continued work on popular reporting is also very welcome.

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
District Representation - Represents the District well in presentations to civic groups, media and the public and provides a positive, professional image. Develops cooperative working relationships with outside governmental agencies and other outside groups.	MR
Democratic Advocacy – Fosters the values and integrity of local government. Enhances community understanding of District's goals, objectives and processes.	MR
Citizen Participation – Recognizes the rights of citizens and promotes individual involvement in the District's processes. Responds to issues and concerns promptly. Handles individual citizen's complaints well.	MR

Comments: Mr. Pinkerton is an excellent advocate for the district in all his interactions with all groups.
I am particularly pleased to see the OpenGov community survey tool finally being put into action to solicit feedback and input from the community at large. I believe this commercial-strength tool, as demonstrated by its popularity with, and use by, many other governmental agencies, will really enable us to get much wider involvement and more timely input from our stakeholders.
While I recognize and see almost daily, the challenges Mr. Pinkerton and his team face in attempting to deal with and respond to so many public information requests, some of which I personally find to be confusing or circular in nature, I would counsel him to continue to seek or try and develop simpler, quicker methods to respond to such requests.

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Integrity – Demonstrates fairness, honesty, ethical and legal awareness in relationships and activities, and personal accountability for actions.	ER
Verbal Communication - Promotes and engages in two-way communication. Facilitates the flow of ideas, information and understanding between the District and among individuals.	MR
Verbal Communication – Clearly and concisely communicates ideas, information, problems and questions using language appropriate to the listener.	ER
Accessibility - Is accessible to Board, staff and citizens. Is open and accepting of new ideas, suggestions and concerns.	ER
Written Communication - Writes clear and concise memos, letters and reports which convey all relevant information using words and phrases appropriate to the audience.	ER
Personal development – Demonstrates a commitment to continuous learning, improvement, education, and self-development.	MR

Comments: Mr. Pinkerton demonstrates the highest levels of integrity and honesty and his excellent communication skills are complemented by the thoroughness of those communications. I also find him to be very self-aware and see that he continuously seeks to improve his abilities in all areas.

Incline Village General Improvement District – Morris 2018
General Manager Evaluation Form
Performance Review Period: 2017-2018

G. HUMAN RELATIONS SKILLS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR
Is straight-forward in communications, and is capable of being firm when circumstances warrant. Uses criticism constructively and objectively, while demonstrating sensitivity to the feelings of others.	MR
Follows-ups recommendations, concerns or complaints as promptly as possible.	MR

Comments: The feedback I get from all levels of the district organization concurs with my own observations that Mr. Pinkerton is fair, respectful and inclusive.

H. SUMMARY EVALUATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
A. Policy Facilitation and Board Relationship	MR
B. Leadership Effectiveness	MR
C. Planning, Initiative, Risk-Taking	MR
D. Functional and Operational Management	MR
E. Representation, Advocacy and Citizen Participation	MR
F. Integrity, Communications and Personal Development	ER
G. Human Relations Skills	MR

Overall Evaluation:

____ Exceeds Requirements __X__ Meets Requirements _____ Needs Improvement

_____ Board Chair

_____ Board Vice Chair

_____ Board Secretary

_____ Board Treasurer

_____ Board Trustee

_____ General Manager

_____ Date

Incline Village General Improvement District – Callicrate 2018
General Manager Evaluation Form
Performance Review Period: 2017-2018

A. POLICY FACILITATION AND BOARD RELATIONSHIP

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Facilitative Leadership – Builds cooperation and consensus among and within diverse groups helping them identify common goals and act effectively to achieve them, recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions.	MR
Facilitation of Board Effectiveness – Assists elected officials in developing policies that can be implemented effectively and that serves the best interests of the community.	NI
Preparation - Provides sufficient staff reports and related agenda materials to allow for effective Board discussion/decision-making. Provides information to Board members in a timely manner. Obtains and evaluates relevant information and implements or recommends appropriate solutions to problems.	NI
Professionalism – Displays a professional attitude/image that assures public confidence.	MR
Accessibility – Is accessible and responsive to Board member requests and communications.	MR
Planning – Plans effectively to address upcoming issues. Identifies needs, studies issues and provides alternative solutions.	NI
Responsiveness – Responds in a timely manner to issues and opportunities that arise.	NI

Comments: I continue to have concerns regarding Board adherence to our own Policies; specifically Policy 5.1.0. As well, our Budgeting process is still lacking in the area of Costs vs Revenues. I have been requesting this information since I was elected in 2014. I feel that Mr. Pinkerton will give us a verbal update on some specific issues but the Board has asked for comprehensive written updates and timelines regarding Capital projects which have not been fully addressed. Additionally, the Waste Management Zero Tolerance follow-through has not been consistently applied. This has been a tremendous black eye on the District. There are seemingly arbitrary applications of our Zero Tolerance Policy regarding WM and the District needs to readdress our contract with WM.

B. LEADERSHIP EFFECTIVENESS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement - NI

	Rating
Coaching/Mentoring – Provides direction, support, feedback and recognition to enable others to meet their potential.	NI/MR
Team Leadership – Facilitates teamwork between departments, with the Board of Directors, and with the community.	MR
Empowerment – Creates a work environment that encourages responsibility and decision-making at all levels.	MR
Delegation – Assigns responsibility to others effectively. Supports innovative problem-solving by involving others in implementing better methods and procedures.	MR
Role Model – Sets a professional example and strong work ethic in and out of the workplace. Inspires others to achieve results.	MR
Fairness - Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR

Comments: I continue to be approached by various middle and upper managers that they would like greater Coaching/Mentoring and direction from Mr. Pinkerton regarding improving their specific skill sets pertinent to their respective responsibilities within the District.

C. PLANNING, INITIATIVE, RISK-TAKING

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Strategic planning – Facilitates planning processes for the District to anticipate future needs and trends. Articulates a vision to the District and the community.	MR
Plan implementation - Creates implementation plans which follow the adopted direction of the Board.	MR
Initiative – Demonstrates a personal orientation toward action and accepting responsibility for results. Resists the status quo and removes barriers which delay progress toward goals.	MR
Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	MR

Comments: Mr. Pinkerton has exhibited a keen interest in updating and formalizing the various plans within the District. I do however share concern that the District has become too dependent on consultants to tell us what should be glaringly apparent regarding our specific venues and operations.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Financial Management – Plans, implements and directs a comprehensive financial program for the District's long-range goals. Effectively communicates financial information to the Board and the public. Anticipates financial needs or potential impacts and addresses them in advance.	NI
Management of Resources – Maintains a high level of quality and quantity in staff work and facilitates operational procedures and service delivery that maximize effectiveness. Sets standards and measures results.	NI
Service Delivery – Understands the basic principles of service delivery in the District's service areas: water, sewer, trash, recreation, and capital project delivery. Promotes efficiency and effectiveness in delivery of services.	MR
Operational Knowledge – Understands the basic principles of operational needs including: revenue sources, budgeting, financial tracking, human resources, staffing, work operations, and technological advancements. Promotes efficiency and effectiveness in all operations.	ER
Responsiveness - Follows-ups recommendations, concerns or complaints as promptly as possible.	NI

Comments: Again, I feel that this is the main area where Mr. Pinkerton has spanned the gamut. While he exhibits a tremendous grasp of past and current District operational knowledge, there have been various areas that have been inconsistent with the Board policies establishing protocols for Capital projects i.e. the Parasol Lease Buyout/Building Purchase, the Diamond Peak Culvert and Repaving and the Incline Beach House replacement/renovation. Discrepancies in budgeting dollars from 2014 to 2018 and prioritization of critical infrastructure projects have given me reason for concern. A greater attention to these details needs to transpire.

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
District Representation - Represents the District well in presentations to civic groups, media and the public and provides a positive, professional image. Develops cooperative working relationships with outside governmental agencies and other outside groups.	NI/MR
Democratic Advocacy – Fosters the values and integrity of local government. Enhances community understanding of District's goals, objectives and processes.	NI/MR
Citizen Participation – Recognizes the rights of citizens and promotes individual involvement in the District's processes. Responds to issues and concerns promptly. Handles individual citizen's complaints well.	MR/ER

Comments: While Mr. Pinkerton does interact within the Community framework and does his best to represent the District appropriately one area that continues to need attention is the GM's Corner in the Tribune. Again, some of the financials presented need a more thorough explanation i.e., unrestricted funds of the District. Mr. Pinkerton does go out of his way to elicit Community involvement but on occasion has not followed up in a timely matter with feedback to District stakeholders i.e., the Beach Workshops/ Ordinance 7 of 2014/2015.

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Integrity – Demonstrates fairness, honesty, ethical and legal awareness in relationships and activities, and personal accountability for actions.	NI/MR
Verbal Communication - Promotes and engages in two-way communication. Facilitates the flow of ideas, information and understanding between the District and among individuals.	NI/MR
Verbal Communication – Clearly and concisely communicates ideas, information, problems and questions using language appropriate to the listener.	NI/MR
Accessibility - Is accessible to Board, staff and citizens. Is open and accepting of new ideas, suggestions and concerns.	MR
Written Communication - Writes clear and concise memos, letters and reports which convey all relevant information using words and phrases appropriate to the audience.	NI
Personal development – Demonstrates a commitment to continuous learning, improvement, education, and self-development.	MR

Comments: This Section has given me the greatest concern in light of the destruction of Public Records/Email/Correspondence fiasco. Since Mr. Pinkerton oversees all employees of the District he must remain vigilant and ensure that all public records are immediately accessible! The amount of documents that have been sequestered under "Attorney/Client privilege" in just this past year have been excessive and have raised many questions throughout the Community. As a governmental entity, all records (except those of a personnel or legal/litigious nature) should be readily available as per the dictates of NRS 318. When the Office of the Attorney General of Nevada continues to admonish the District in its unwillingness to foster an open and transparent dialogue within its dealings with the Public, one must bring into question what exactly has been transpiring behind

closed doors. There has been a serious breech of the Public's trust regarding the District's handling of its digital and written correspondence.

G. HUMAN RELATIONS SKILLS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR
Is straight-forward in communications, and is capable of being firm when circumstances warrant. Uses criticism constructively and objectively, while demonstrating sensitivity to the feelings of others.	MR
Follows-ups recommendations, concerns or complaints as promptly as possible.	NI/MR

Comments: Again, I have had an increase in the number of concerns expressed by citizens regarding timely responses from Mr. Pinkerton regarding Waste Management issues, Board Policies, Public Records.

H. SUMMARY EVALUATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
A. Policy Facilitation and Board Relationship	NI/MR
B. Leadership Effectiveness	MR
C. Planning, Initiative, Risk-Taking	MR
D. Functional and Operational Management	NI/MR
E. Representation, Advocacy and Citizen Participation	MR
F. Integrity, Communications and Personal Development	NI/MR
G. Human Relations Skills	NI/MR

Overall Evaluation:

____ Exceeds Requirements **X** Meets Requirements **X** Needs Improvement

Board Chair

Board Vice Chair

Board Secretary

Board Treasurer

Board Trustee

General Manager

Date

Incline Village General Improvement District Dent
General Manager Evaluation Form
Performance Review Period: 2017-2018 2018

A. POLICY FACILITATION AND BOARD RELATIONSHIP

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Facilitative Leadership – Builds cooperation and consensus among and within diverse groups helping them identify common goals and act effectively to achieve them, recognizing interdependent relationships and multiple causes of community issues and anticipating the consequences of policy decisions.	NI
Facilitation of Board Effectiveness – Assists elected officials in developing policies that can be implemented effectively and that serves the best interests of the community.	NI
Preparation - Provides sufficient staff reports and related agenda materials to allow for effective Board discussion/decision-making. Provides information to Board members in a timely manner. Obtains and evaluates relevant information and implements or recommends appropriate solutions to problems.	NI
Professionalism – Displays a professional attitude/image that assures public confidence.	MR
Accessibility – Is accessible and responsive to Board member requests and communications.	MR
Planning – Plans effectively to address upcoming issues. Identifies needs, studies issues and provides alternative solutions.	NI
Responsiveness – Responds in a timely manner to issues and opportunities that arise.	NI

Comments: The Board packets need to be released much sooner to give Trustees and the Public time to review. We need to stop passing out incorrect Board packets which often occurred and the error would be supplemented with a last-minute addendum at the Board meeting, which again provides no time for review. We need to ensure that Board packets include all critical information since there were multiple occasions when vital material was omitted. Board packets should be reviewed by multiple people. Additionally, expenses continue to increase under Steve's leadership and exceed the revenues at most venues. This is not sustainable.

B. LEADERSHIP EFFECTIVENESS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement - NI

	Rating
Coaching/Mentoring – Provides direction, support, feedback and recognition to enable others to meet their potential.	NI
Team Leadership – Facilitates teamwork between departments, with the Board of Directors, and with the community.	NI
Empowerment – Creates a work environment that encourages responsibility and decision-making at all levels.	NI
Delegation – Assigns responsibility to others effectively. Supports innovative problem-solving by involving others in implementing better methods and procedures.	NI
Role Model – Sets a professional example and strong work ethic in and out of the workplace. Inspires others to achieve results.	NI
Fairness - Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	NI

Comments: Staff has mentioned that Steve is often unresponsive during critical times when he is needed to make tough leadership decisions. The District needs to get better at doing the small things such as customer service training. Other areas of ineffectiveness revolve around the Attorney's involvement in day-to-day operations. The Attorney's contract violates Resolution 1480 and the

Attorney that was retained by the Board has been used as a counterproductive weapon against the Trustees and the Public. Steve should consider removing the Attorney from day-to-day operations which would help lessen the divide in the community and improve Steve's leadership abilities.

C. PLANNING, INITIATIVE, RISK-TAKING

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Strategic planning – Facilitates planning processes for the District to anticipate future needs and trends. Articulates a vision to the District and the community.	NI
Plan implementation - Creates implementation plans which follow the adopted direction of the Board.	NI
Initiative – Demonstrates a personal orientation toward action and accepting responsibility for results. Resists the status quo and removes barriers which delay progress toward goals.	NI
Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	NI

Comments: The Utility Fund's working capital is below the required level according to Board Policy. The District is collecting a fee for the effluent pipeline project which can be found on the water/sewer bills but the District is repurposing those funds for new projects which expands the original scope of work. Examples of Policies, Resolutions, and NRS that the District is violating include Board Policy for working capital, getting into contracts that violate Resolutions (e.g., Resolution 1480), selling land without Board approval, appraisal, and public auction, not fulfilling public records requests, and wasting public funds on an unsuccessful lawsuit in an attempt to silence the unrepresented majority. This lawsuit violated OML and did not seek Board approval in an open session. Instead the Attorney operated behind close doors to misappropriate public funds for his benefit. These are just a few examples of how we are creating a huge liability for the District and violating policy and NRS.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Financial Management – Plans, implements and directs a comprehensive financial program for the District's long-range goals. Effectively communicates financial information to the Board and the public. Anticipates financial needs or potential impacts and addresses them in advance.	NI
Management of Resources – Maintains a high level of quality and quantity in staff work and facilitates operational procedures and service delivery that maximize effectiveness. Sets standards and measures results.	NI
Service Delivery – Understands the basic principles of service delivery in the District's service areas: water, sewer, trash, recreation, and capital project delivery. Promotes efficiency and effectiveness in delivery of services.	NI
Operational Knowledge – Understands the basic principles of operational needs including: revenue sources, budgeting, financial tracking, human resources, staffing, work operations, and technological advancements. Promotes efficiency and effectiveness in all operations.	NI

Dent 2018

Responsiveness - Follows-ups recommendations, concerns or complaints as promptly as possible.	NI

Comments: The District needs to approve an actual working budget (not just the state budget and not just the state budget forms). The Trustees should have access to the 6,000 line item operating budget and 2,000 line item capital improvement budget, but that is not happening. Over the last year, Steve has started including a written update in the Board packet which is an improvement over previous years.

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
District Representation - Represents the District well in presentations to civic groups, media and the public and provides a positive, professional image. Develops cooperative working relationships with outside governmental agencies and other outside groups.	MR
Democratic Advocacy – Fosters the values and integrity of local government. Enhances community understanding of District's goals, objectives and processes.	NI
Citizen Participation – Recognizes the rights of citizens and promotes individual involvement in the District's processes. Responds to issues and concerns promptly. Handles individual citizen's complaints well.	NI

Comments: We need community subcommittees for advising and improving policy and practices for Ordinance 7, Zero Tolerance, etc. I believe this would allow us to hear the concerns, issues, and areas of improvement first hand from the folks we represent.

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Integrity – Demonstrates fairness, honesty, ethical and legal awareness in relationships and activities, and personal accountability for actions.	NI
Verbal Communication - Promotes and engages in two-way communication. Facilitates the flow of ideas, information and understanding between the District and among individuals.	NI
Verbal Communication – Clearly and concisely communicates ideas, information, problems and questions using language appropriate to the listener.	MR
Accessibility - Is accessible to Board, staff and citizens. Is open and accepting of new ideas, suggestions and concerns.	NI
Written Communication - Writes clear and concise memos, letters and reports which convey all relevant information using words and phrases appropriate to the audience.	NI
Personal development – Demonstrates a commitment to continuous learning, improvement, education, and self-development.	NI

Comments: Over the last year, the meeting minutes have not accurately reflected the dialog at the Board meetings. Substantial portions of the minutes were omitted and/or changed to inaccurately reflect the dialog. An example of how to strengthen integrity and communications includes if the GM would stop removing correspondence received from the Board packets; especially since the Board

voted that policy would remain the same to continue allowing full correspondences to be included (3-2 vote). I believe the free flow of information from the public to the Board/community needs to continue in an unfiltered manner regardless if staff or the Board agree or disagree with the contents. All correspondence should be included in the packet.

G. HUMAN RELATIONS SKILLS

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR
Is straight-forward in communications, and is capable of being firm when circumstances warrant. Uses criticism constructively and objectively, while demonstrating sensitivity to the feelings of others.	MR
Follows-ups recommendations, concerns or complaints as promptly as possible.	NI

Comments:

_____

_____

_____

H. SUMMARY EVALUATION

Exceeds Requirement – ER; Meets Requirement – MR; Needs Improvement – NI

	Rating
A. Policy Facilitation and Board Relationship	NI
B. Leadership Effectiveness	NI
C. Planning, Initiative, Risk-Taking	NI
D. Functional and Operational Management	NI
E. Representation, Advocacy and Citizen Participation	NI
F. Integrity, Communications and Personal Development	NI
G. Human Relations Skills	MR

Overall Evaluation:

____ Exceeds Requirements _____ Meets Requirements ___X___ Needs Improvement

_____ Board Chair

_____ Board Vice Chair

_____ Board Secretary

_____ Board Treasurer

_____

Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2017-2018

Dent 2018

Board Trustee

_____ _____

General Manager Date

MEMORANDUM

TO: Board of Trustees

FROM: Steven J. Pinkerton
District General Manager

SUBJECT: Response to Trustee Dent's Evaluation Form to Performance Review Period 2017/2018

DATE: August 21, 2018

Despite the many successes outlined in my attached summary of Goals and Accomplishments for 2017-18, I understand I have my critics in the community and on this Board. While I respect the right of people to have different opinions about me and my performance, I do not respect and will not accept criticism that is based on false, misleading and slanderous statements. The commentary in Trustee Dent's evaluation is filled with such statements. In my career in public service, I have never been subjected to an evaluation that so maliciously and recklessly disregards the truth. Therefore, I am submitting this rebuttal as part of the public record accompanying the evaluation to set the record straight and protect my reputation, as well as the integrity of the community I serve.

As the General Manager, it is important to remind the Board and the community that I schedule one meeting, individually, with each Board Member prior to each Board meeting and am available at any time for individual meetings as requested by individual Board Members. Trustee Dent has chosen not to attend many regularly scheduled meetings, nor has Trustee Dent requested any ad hoc meetings to discuss any of the issues raised in his Evaluation Form. His ratings for "needs improvement" are being raised in his evaluation form for the **first** time, without support in the comments section. I therefore cannot respond to Trustee Dent's personal opinions regarding areas that need improvement nor can I work collaboratively to better understand what causes these areas to need improvement because Trustee Dent has not identified the basis of his ratings.

Response to Comments

A. Board Packets: Board Packets have been released in compliance with Nevada Revised Statutes (NRS) throughout this evaluation period. Individual Trustees that meet with me, as well as other members of our senior team, are well aware of what Board Packets contain well in advance

of their release due to ongoing meetings and phone calls, with a special emphasis placed on individual meetings prior to each Board meeting.

Revenue: As stated in General Manager's review of Goals for FY 2017-18 (and updated for the end of fiscal year on our Financial Transparency page and in my General Manager's Update for July 24, 2018), overall District revenues exceeded originally budgeted operating sources by nearly $1.3 million. Operating expenditures were approximately three-quarters of a million dollars less than the original budget and over $1 million less than the revised budget. Revenues less expenditures were nearly $2 million better than the original budget, which means the District performed better than originally planned for FY 2017-18.

B. Communication: I am unaware of any staff who complains that I am "often unresponsive during critical times...." Trustee Dent has never raised this issue with me, nor has he ever identified staff to whom he is referring. Without this information, I have no way to analyze his statement that there is a problem or take steps, if needed, to make changes. I am available 24/7 by cell, which every Board Member has, and several frequently use. I recently received a call at 5:00 o'clock in the morning regarding a fire at the Mountain Course Clubhouse, and drove over to be present while first responders and IVGID staff members dealt with the emergency. I have always made myself available. In addition, Trustee Dent's statement here to support a "needs improvement" rating, conflicts with his rating under the Human Relations Skills section, in which he rated my ability to be "straight forward in communications, and ... capable of being firm when circumstances warrant" as meeting requirements." In addition, as noted above, I schedule regular one on one meetings with all Trustees on no less than a monthly basis. It has been a priority during my tenure to ensure that there is frequent communication between myself and each Trustee. Trustee Dent has frequently cancelled and/or no showed to our scheduled one-on-ones over this time period.

Customer Service Training: I have not received any complaints nor requests throughout FY 2017-18 for more customer service trainings from Trustee Dent, any other Trustee, any member of our senior team, management, or employee. In the event a complaint is received regarding an employee providing customer service, individually tailored training is always part of the remedial process to address the complaint. In addition, last year as noted in my goals and accomplishments, we provided 90 customer service training sessions to serve our 972 new, returning and existing employees. We've also gone to great lengths to ensure that

customer service is an integral part of our corporate culture. Service is specifically highlighted as one of our five core values.

Attorney Involvement: During FY 2017-18, the District received multiple complaints against it filed in State Court and with State Agencies. To date, they have all proved to be without merit. Trustee Dent was a customer of one of the litigants which caused Trustee Dent to need to recuse himself from certain items and meetings; he didn't do this voluntarily, even after a conversation with Legal Counsel rather he had to be asked. This created functional entanglements that required involvement of legal counsel who has been retained by the District, not by the General Manager, and is sworn to protect the interests of the District. Notably, the litigation mentioned by Trustee Dent did not "fail" by any measure. Legal Counsel successfully obtained a preliminary injunction and received a summary dismissal of four of the seven counter-claims initiated against the District. Further, the settlement achieved accomplished the ultimate purpose of the litigation, *to wit*, to protect the data of the people in the community that participated in the service due to the solicitations of the District. In this regard, the settlement informed and empowered members of the community to affirmatively protect their data from being used after the termination of the contract with IVGID. Legal Counsel is not involved in the day-to-day operations of the District. Legal Counsel does meet with all members of Senior Staff as needed to answer legal questions that arise day to day as Staff manages the affairs of the District. Further, Legal Counsel provides regular office hours to Senior Staff every Tuesday in accordance with the terms of the contract for legal services he was retained under.

C. Utility Fund: As stated in Board meetings many times, consistent with the adopted budget, and as stated in our annual audits, the District's Utility Fund Balance is not below any policy prescribed required level. The District is operating consistent with and in compliance with all Board Policies and governing law. I am unaware of any factually different information. In the event Trustee Dent is in possession of such facts, I believe the appropriate place for him to start the process of solving a perceived problem with the District would be to discuss this matter with myself, if not myself then Legal Counsel, and/or bring to the attention of the other Trustees during a noticed, public meeting so it can become an agenda item. This allegation does not line up with evaluation form items intended for review of my performance. As stated in my review of FY 2017-18 Goals, I have met **all** of our targets for this fiscal year, and our budget exceeded expectations.

District Violations: In my capacity as General Manager, I have not violated any Board policies or laws. Trustee Dent's allegation that the District is somehow in violation is inappropriately placed in my FY 2017-18 performance review. The matters to which he refers are matters the Board and District counsel have dealt with and have proven baseless. The Washoe County District Attorney's Office has confirmed that the District's land sale process was consistent with NRS.

D. Budget: Approximately one month prior to the Board meeting involving budget deliberations, the District posts a detailed, interactive, electronic copy of the proposed budget to trustees and all members of the public through our website. Detailed, line item information is always available, and may be commented on well in advance of the Board's first, of multiple, board deliberations involving budget. In addition, employees including senior team members, are available to assist trustees and members of the public with their questions and are open to their comments. For example, on March 28, 2018, the District's Controller reached out to Trustee Dent via email to assist him with his questions regarding the budget. I have always been, and will continue to be available for additional meetings, and/or phone calls to assist Trustee Dent regarding the District's budget.

Community Subcommittees: This matter is not an item listed for review of my performance. My performance for FY 2017-18 has met all targets, and our budget has exceeded goals. In my capacity as General Manager, I have always collaborated with the Board to schedule a series of community meetings. As reminders, in Policy 3.1.0, the Board took away from itself, as a body, the ability to create/appoint Advisory Committees. As the General Manager, I continue to meet with Waste Management representatives and District staff along with one Trustee on the General Manager's Solid Waste Committee. The Board receives periodic updates of the Solid Waste Committee's discussions during publicly, noticed Board meetings. The District has also had the Diamond Peak Master Plan Steering Committee and we are in the process of setting up a focus groups for the Community Services Master Plan as requested by the Board. During FY 2017-18, I was not directed by the Board to create community subcommittees. During the next FY, I will work closely with the Board, as I have this done this past year, to effectuate any and all directives they may resolve to adopt.

E. Meeting Minutes and Correspondence: The District is in compliance with NRS with regard to the Minutes of District Board meetings. When Trustee

Dent has requested additional information be included in the Minutes, the Board has granted his request, and senior team members have worked diligently to effectuate that grant. Regarding Public Records, in a recent state court opinion, Judge Flanagan stated that IVGID takes the requirements of Nevada's Public Records Act very seriously, and that Mr. Katz's requests were not legitimate attempts to obtain documents but were utilized as a weapon to harass and distract the employees of IVGID from their mission to serve the community at large. Regarding Correspondence, staff has not violated any Board Policies since there is no formal Board Policy nor NRS guidance regarding correspondence. This was discussed in detail as part of the agenda item regarding Correspondence on the April 25, 2018 agenda. On July 24, 2018, Trustee Callicrate asked that this item be removed from the agenda in its entirety, which it was, and asked that it be placed on the next agenda by whomever wished to have their name on it; to date, no Trustee has come forward and asked for this item to be agendized for a future meeting.

Finally, I would like to make sure that everyone understands the Open Meeting Law complaints filed, responded to, or pending for FY 2017-18; the matrix is shown below:

Date	Tracking Number	Who Filed	Current Status
07/11/2018	13897-294	Aaron Katz	OPEN – Have not received opinion yet
06/15/2018	13897-287	Frank Wright	OPEN – Have not received opinion yet
05/31/2018	13897-283	Frank Wright	OPEN – Have not received opinion yet
05/08/2018	13897-282	Aaron Katz	OPEN – Have not received opinion yet
05/23/2018	13897-278	Frank Wright	OPEN – Have not received opinion yet
02/23/2018	13897-263	Aaron Katz	CLOSED – on 07/24/2018 agenda - Finding of no violation
12/22/2017	13897-260	Aaron Katz	CLOSED – on 03/13/2018 – Agenda – IVGID took corrective action
11/30/2017	13897-257	Frank Wright	OPEN – Have not received opinion yet
09/05/2017	13897-245	Frank Wright	CLOSED – on 01/24/2018 agenda – Finding of no violation
09/25/2017	13897-244	Frank Wright	CLOSED – on 01/24/2018 agenda – Finding of no violation
08/17/2017	13897-242	Frank Wright	CLOSED – on 01/24/2018 agenda – Finding of no violation

Despite public comments otherwise, there was ONE complaint filed regarding the timely approval of minutes (13897-260). If anyone in the public would like a copy of that opinion, please visit http://ag.nv.gov/About/Governmental_Affairs/OML_Opinions/.

GENERAL MANAGER GOALS FOR FY2017-2018

Updated as of 6/30/2018

General Manager Goals for Fiscal Year 2017-2018 were approved with a 5-0 vote by the Board of Trustees on October 25, 2017.

Summary of Goals

- Ensure that the Strategic Plan is implemented in an effective and timely manner;
- Execute all the implementation actions outlined in the Strategic Plan;
- Monitor external factors and reassess elements of the Strategy, as necessary; and
- Focus appropriate energies on the elements of the Plan which require the highest level of direct involvement from the General Manager.

Highlights

General

- IVGID Strategic Plan updated and approved by Board of Trustees on May 9, 2018.
- All Objectives for 2015-2017 either completed or in process.
- All Budgeted Initiatives for 2017-2018 completed or in process.
- Adopted a Fiscal Year 2018-2019 Budget that is fully aligned with the updated District Strategic Plan.
- As of May 31, 2018, Overall District Revenue exceeded original budget by over $1.3 million and Net Operating Sources exceeded original budget by over $2.2 million.
- As of May 31, 2018, all Major Fund Budgets (General, Utility, Community Services, Beach) exceeded originally budgeted Net Operating Sources.

District Strategic Plan: 2017-18 Accomplishments

Long Range Principle #1 -Resources and Environment

- Achieved STOKE (Sustainable Tourism Operations) Certification for Diamond Peak ski area.
- Successfully implemented Zero Tolerance Program for Solid Waste Division. Reduced violations by nearly 90 percent in first eight months of the program.
- Increased recycling diversion rate from 20 percent to 29 percent.
- Secured matching funding from Tahoe Fund and TWSA to fund purchase of 175 bottom barrier mats to reduce aquatic invasive species weeds around the Lake.

- Continued to play lead role in Tahoe Water Suppliers Association's efforts to ensure an environmentally sound remediation plan for Tahoe Keys.
- Secured grant funding for water system improvements through continued participation in the Community Fire Prevention Partnership.
- Gained approval for a combined water/sewer utility rate that is the lowest in the region.
- Named CWEA Sierra Section Small Wastewater Plan of the Year.

Long Range Principle #2 – Finance

- Received Government Finance Officers Association certificate for Comprehensive Annual Financial Report for 18th consecutive year.
- Issued unqualified (clean) opinion on Comprehensive Annual Financial Report.
- Granted a renewal of Aa1 bond rating by Moody's.
- Finalized transition from Self Insured Worker's Compensation Fund, resulting in $1.1 million now available for other District needs.
- Updated Performance Measures District-wide in conjunction with 2018-2019 Budget. Dashboards updated quarterly and included in budget document for all major functional areas.
- Conducted multiple budget workshops with Board of Trustees leading up to budget adoption.
- Provided Board of Trustees with five-year financial projections for capital improvements and debt service.
- Combined Cost of Recreation/Beach Facility remained flat for the ninth consecutive year.

Long Range Principle #3 – Workforce

- Implemented findings of employee engagement survey to assist with sustainability of staff and enhance support of managers and supervisors.
- Conducted management training sessions to improve execution of employee performance review process.
- Updated MOU with Bargaining Groups to initiate "pay for performance" program for all full time employees.
- Incorporated Customer Care Council recommendations into employee incentive programs.
- Continued to closely monitor staffing hours to ensure consistency with Affordable Care Act requirements.
- Employee Health and Wellness Program continues to pay dividends as District health care costs did not increase in 2018.
- Employee Safety program continues to assist in keeping risk insurance premium affordable and workers compensation rates flat.
- Department Head Evaluations further retooled and aligned with Strategic Plan and District Values/Culture.

Long Range Principle #4 – Service

- Continue to monitor and update performance metrics established to better measure service levels at each venue/operation.
- Third year of more customer-centric Point of Sale Systems in place at Ski, Recreation Center, and Chateau Grille. Second year of implementation at Golf Courses.
- Memorandum of Understanding between IVGID and Red, White, and Tahoe Blue approved by Board of Trustees on May 23, 2018.
- Adopted Fiscal Year 2018-2019 budget that includes further refinement of "scalability" for Food & Beverage expenditures.
- Provided 90 Customer Service Training Sessions during year for new, returning and existing employees.
- Conducted Community Services Master Plan survey to gauge customer satisfaction for programming and facilities and to determine demand for new programming and facilities.

Long Range Principle #5 – Assets and Infrastructure

- Completed the emergency repair of the upper branch of the Diamond Peak Culvert.
- Secured $381,206 in FEMA grant funds to support emergency repairs resulting for the 2016/2017 winter.
- Secured $1.2 million in private donations to allow completion of improvements at the Incline Park Ball Fields.
- Secured approximately $300,000 in private donations to allow completion of the first phase of the Robert and Robin Holman Family Bike Park.
- Completed condition assessment of the thin walled portion of Effluent Export Pipeline and completed section replacement in partnership with NDOT based upon the condition assessment data.
- Completed construction of the Public Works Storage Building, Parking Lot Pavement Rebuild, and Fuel System replacement.
- Conducted a number of studies to assess current and future facility needs for programming, operations and administration.
- Took on ownership of the Mountain Golf Cart Fleet upon completion of the lease and completed repairs and refurbishments as necessary to allow reliable future operations.
- Maintained shop operations at Ski and Championship Golf during emergency repairs and water damage restoration.
- Identified and implemented the use of on-line auctions for the disposal of surplus District equipment.
- Completed draft Community Services Master Plan.

Long Range Principle #6 – Communication

- Held community meetings throughout the year as directed by the Board of Trustees.
- Face-to-Face with the Trustees meetings successfully held on August 2, 2017 and February 28, 2018.
- Community Forum on District Finances held on October 18, 2017.
- Solicited participation in Community Services Master Plan and Facility User survey.
- GM's Corner published in *North Lake Tahoe Bonanza/Tahoe Daily Tribune* on a regular basis.
- Financial Transparency page on IVGID website continues to add additional information as requested by the Board of Trustees and public.
- Proposed 2018-2019 budget released on opengov.com portal on IVGID website.
- Introduced new Community Engagement Survey Tool.
- IVGID Quarterly mailed to all property owners and distributed in *North Lake Tahoe Bonanza.*
- Expanded interaction with social media outlets and engagements (Facebook, Talk2IVGID, Nextdoor.com).
- Coordinated promotion for 25th Anniversary of Recreation Center and Mountain Course's 50th Anniversary.
- Conducted and attended regular meetings with Washoe County and other local agencies and special districts to promote interagency cooperation.
- Participated in Bi-State Multi-Agency Emergency Operations Exercise in Crystal Bay.

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

Strategic Plan

2015 - 2017

yourtahoeplace.com

Board of Trustees

Kendra Wong
CHAIRWOMAN

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VICE CHAIRMAN

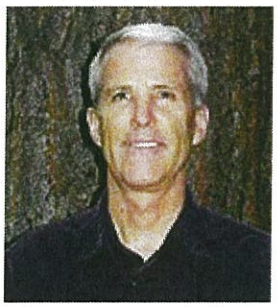
Bill Devine
TREASURER

Tim Callicrate
SECRETARY

Matthew Dent
TRUSTEE

Senior Management Team

Brad Johnson
Director of Asset Management



Brad Wilson
General Manager
Diamond Peak Ski Resort

Dee Carey
Director of Human Resources

Gerry Eick
Director of Accounting, Risk Management and IT

Joe Pomroy
Director of Public Works

Steven Pinkerton
District General Manager

Susan Herron
District Clerk/ Executive Assistant

Indra Winquest
Director of Parks and Recreation

Introduction

The Incline Village General Improvement District Strategic Plan provides direction and a planned pursuit of the mission, vision, values, long range principles and objectives and actions of the District from July 1, 2015 to June 30, 2017.

This plan reflects the District's desire to become more strategic and less tactical as the next logical step in the organization's life cycle and planning evolution.

Strategic Planning is a systematic approach to defining longer term principles and identifying the means to achieve them. It provides the District with the ability to channel resources in a direction that yields the greatest benefit to residents, constituents and guests.

The intent of the plan is to identify long range principles that align activities of the District to the strategy of the District. It provides a framework to ensure that a balanced approach toward addressing objectives of District residents, finances, internal processes and learning and growth of employees is integrated into the plan.

The strategic planning process enables the District to plan and execute continuous improvements throughout the organization.

<u>The benefits of strategic planning include:</u>

- Focuses the District's resources on activities that are essential to increasing customer satisfaction, lowering costs, increasing value and achieving measurable outcomes.
- Creates a planning and implementation system that is responsive, flexible, and disciplined.
- Encourages cooperation and support among all District functions.
- Reinforces the continuous improvement culture of the District.
- Empowers managers and employees by providing them with the authority to fulfill planned activities.
- Provides for more seamless internal and external customer service.
- Defines and describes the District's key strategies. As a result, employees and residents know where the District is headed.

Strategic Planning Process

Board of Trustees Policy 1.1.0 states:

The Incline Village General Improvement District recognizes the importance of using some form of strategic planning to provide a long-term perspective for service delivery and budgeting, thus establishing logical links between authorized spending and broad organizational goals. While there is not a single best approach to strategic planning, a sound strategic planning process will include the following key steps:

0.1 Initiate the Strategic Planning Process
0.2 Prepare a Mission Statement
0.3 Assess Environmental Factors
0.4 Identify Critical Issues
0.5 Agree on a Small Number of Long Range Principles
0.6 Develop Strategies to Achieve Long Range Principles
0.7 Develop Objectives
0.8 Create an Action Plan
0.9 Incorporate Performance Measures
0.10 Obtain Approval of the Plan
0.11 Implement the Plan
0.12 Monitor Progress
0.13 Reassess the Strategic Plan

Consistent with this Board Policy, the General Manager and the Board of Trustees initiated the process in February 2015. Strategic Planning and Team Building Sessions were facilitated by Coralbridge Partners on February 17, March 5 and March 6, 2015. Coralbridge Partners compiled a report summarizing the results of these sessions which were reviewed by the Board of Trustees at their March 25, 2015 meeting. The Board of Trustees directed the General Manager to accept the report and bring back further recommendations to the Board of Trustees.

The report provided an overview of the Board's dialogue regarding the District's strengths and challenges and recommended a model that syncs strategies with operations and serves as a structural template for the planning process. In addition, the report documented the process for updating the District's Mission and Vision statements. The Board of Trustees spent a great deal of time during the facilitation process reviewing operational goals and action steps/tactics for many of the District's venues. The report summarized this discussion and documented the goals and actions steps. The facilitator also recommended changes to the District's organizational structure.

A number of the action steps recommended in the Coralbridge Partners report were implemented immediately and many other recommended actions were incorporated into the adopted budget for Fiscal Year 2015/2016. The adopted budget also included an updated organizational structure very similar to the one proposed by Coralbridge Partners.

Consistent with the Board of Trustees March 25, 2015 direction, the District's General Manager brought back a recommended process for completing the Strategic Planning Process at the June 4, 2015 Board of Trustees workshop. The Board concurred with the process and time was set aside at the June 24, 2015 Board of Trustees Meeting, along with the July 9, August 5 and September 3, 2015 Board workshops to complete the Strategic Plan.

At the June 24, 2015 session, the Board of Trustees reviewed the draft Mission and Vision statements as well as the existing Value and Mantra statements. The Board also discussed the key elements/environmental factors impacting the District. These key elements included:

- What are the economic and financial conditions under which we are operating?
- What are the demographic trends for our community and how do those impact our services?
- What legal and regulatory issues are facing in the future?
- What social and cultural trends do we need to acknowledge?
- What physical and climate issues are we facing?
- What impact will other governmental agencies have on how we operate?
- How will changes in technology impact us?
- Who do we serve?

At the July 9, 2015 session, the Board of Trustees reviewed the existing District long range principles and provided Staff with guidance on updates to the principles and began to address the 2015-2017 objectives associated with each of the principles. The Board also finalized the Mission, Vision, Value and Mantra statements.

On August 5, 2015, the Board reviewed the revised long range principles and objectives.

On September 3, 2015 the Board reviewed the Final Draft Strategic Plan.

The 2015-2017 Strategic Plan was adopted at the September 23, 2015 Board of Trustees Meeting.

Statements

IVGID's Vision Statement

With passion for quality of life and our environment, Incline Village General Improvement District will enhance the reputation of our community as an exceptional place to live, work, invest, and play.

IVGID's Mission Statement

The Incline Village General Improvement District delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability.

IVGID's Value Statement

We are dedicated people providing quality service, for our community and environment, with integrity and teamwork.

IVGID's Mantra Statement

One District • One Team

Long Range Principles

LONG RANGE PRINCIPLE #1
Resources and Environment

Initiating and maintaining effective practices of environmental sustainability for a healthy environment, a strong community and a lasting legacy.

- Review and upgrade District policies and practices to encourage or require waste reduction, recycling and environmentally preferable purchasing.
- Develop sustainability measures, goals and metrics to create and/or maintain a sustainable District.
- Provide the community with environmental education and technical services on watershed protection, water conservation, pollution prevention, recycling and waste reduction.

Objectives for 2015-2017

1. Form a Sustainability Committee comprised of representatives from each Department to plan sustainability efforts, prioritize projects, and coordinate internal efforts to implement the best practices relating to sustainability.
2. Prepare a policy for review and approval by the Board of Trustees to purchase environmentally preferable products, reuse durable products, reduce the waste stream and prevent pollution.

Budgeted Initiatives for 2015-2016

A. Defensible Space, in partnership with the North Lake Tahoe Fire Protection District, protecting District lands and the Tahoe Basin watershed.
B. Providing leadership for the Tahoe Water Suppliers Association.

LONG RANGE PRINCIPLE #2
Finance

The District will ensure fiscal responsibility and sustainability of service capacities by maintaining effective financial policies for operating budgets, fund balances, capital improvement and debt management.

- Adhere to Government Generally Accepted Accounting Principles.
- Comply with State and Federal regulations.
- Maintain Performance Measurement.
- Report results and demonstrate value.
- Develop and maintain a long term plan to sustain financial resources.

Objectives for 2015-2017

1. Identify appropriate performance measurement that goes beyond dollars and units of service, to demonstrate quality as well as quantity.
2. Utilize the new financial reporting structure to build understanding of the different aspects between operations, capital improvement and debt service.
3. With allocated resources, equate service expectations and the capability to deliver .
4. Prepare a five year projection of financial results and performance measures for operations, capital improvement and debt service as a part of budget deliberations.

Budgeted Initiatives for 2015-2016

A. Maintain the allocation of Facility Fee components for operations, debt service and capital expenditure to provide resources for each important aspect of District activities.
B. Prepare a Comprehensive Annual Financial Report to provide financial position and results of operations to a variety of users and information needs, with an independent auditor opinion.
C. Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process and document content.
D. Actively manage planning and financial reporting to inform users for decision making to sustain a strong financial base for operations and increasing net assets.

LONG RANGE PRINCIPLE #3
Workforce

Attract, maintain and retain a highly qualified, motivated and productive workforce to meet the needs of District venues:

- Staff will evaluate open position job descriptions, for need to fill, level of and related compensation for the position.
- Re-evaluate, during the budget process, the optimum level of Staff and related total compensation, necessary to each department based on industry standard and levels of service.
- Comply with State and Federal regulations.
- Continue to provide a safe environment and continue to strive for low workers compensation incidents.
- Identify individuals for retention and growth for management succession within the District.

Objectives for 2015-2017

1. Implement a rotating schedule for evaluating each position to ensure District is competitive with its total compensation and benchmarks.
2. Create a plan for cross training at all venues for Management level succession planning.
3. Identify potential changes of status and retention for year round Diamond Peak Summer Operations.

Budgeted Initiatives for 2015-2016

A. Constantly review the fundamentals of seasonal positions, including length of service, rates of pay and eligible benefits.
B. Evaluated job descriptions and related effects anytime we have turnover in a full time positions.
C. Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds.
D. Maintain the District's core values for employees of Teamwork, Integrity, Service, Excellence and Responsibility.

LONG RANGE PRINCIPLE #4
Service

The District will provide superior quality service and value to its customers considering responsible use of District resources and assets.

- Provide well defined customer centric service levels consistent with community expectations.
- Apply Performance Management to meet or exceed established venue customer service levels.
- Utilize best practice standards for delivery of services.
- Commit to evaluate customer loyalty/satisfaction to demonstrate the value of results.
- Maintain customer service training for new, returning and existing employees.

Objectives for 2015-2017

1. Establish metrics through key performance indicators for each venue.
2. Establish specific performance indicators to evaluate customer loyalty/satisfaction.
3. Align performance metrics through industry benchmarking.
4. Analyze the net effect of established service levels on the District operations and apply changes as needed and encourage/reward continuation of appropriate performance.
5. Explore comprehensive Customer Service measurement tool for the District.

Budgeted Initiatives for 2015-2016

A. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training.
B. Service levels are expected to remain at or above current levels. The emphasis is on providing the best customer experience.
C. The District is continuing the Customer Care program for all of Community Services, which includes empowerment for any actions that generate a hard cost to remedy a customer satisfaction issue.

LONG RANGE PRINCIPLE #5
Assets and Infrastructure

The District will practice perpetual asset renewal, replacement and improvement to provide safe and superior long term utility services and recreation activities.

- Maintain, renew, expand and enhance District infrastructure to meet the capacity needs and desires of the community for future generations.
- Maintain, procure and construct District assets to ensure safe and accessible operations for the public and the District's workforce.
- Maintain current Community Service and Public Works master plans.
- Maintain a 5-Year and 20-Year capital improvement plan.
- Conduct planning and design, in advance of undertaking projects or procurement, to ensure new District assets meet operational requirements and enhance the customer experience.
- Maintain an asset management program leveraging technology, as appropriate by venue/division, to ensure timely and efficient asset maintenance.
- Comply with regulatory requirements and industry standards.

Objectives for 2015-2017

1. Set direction for the proposed Diamond Peak master plan.
2. Begin the update of the Community Service master plan.
3. Complete condition analysis and project scoping for the Effluent Export Project – Phase II.
4. Investigate asset management/work order software for Community Service venue operations to determine applicability and resources required for implementation.

Budgeted Initiatives for 2015-2016

A. Continued use of the Five Year Rate Study as a way to ensure proper funding of capital projects such as the Effluent Pipeline replacement.
B. Allocate capital expenditures in Community Services to maintain service levels, while planning for some facility replacement for facilities that are crossing 20 years in service.
C. Begin the update of the Master Plan for the Beach Venues.
D. Begin the update of the Master Plan for Parks and Recreation Venues.
E. Work through the approval process of the proposed Diamond Peak Master Plan.

LONG RANGE PRINCIPLE #6
Communication

The District will engage, interact and educate to promote understanding of the programs, activities, services, and ongoing affairs.

- Promote transparency in all areas including finance, operations and public meetings.
- Provide clear, concise and timely information in multiple, publicly accessible formats.
- Ensure that both internal and external communication is responsive, comprehensive and inclusive.

Objectives for 2015-2017

1. Create function and dedicate full time staff to communications.
2. Invest in technology to improve access to information, better track citizen requests and inquiries and streamline customer service operations at venues.
3. Employ tools to enhance internal communications.
4. Implement best practices for sharing information with the public.

Budgeted Initiatives for 2015-2016

A. Expand the District's approach to communication decisions for the entire District for sales, marketing and communications. All venues and Funds will be served by the new Communications Coordinator.
B. The District will be utilizing several online tools to improve Citizen Request Management and Financial Transparency.
C. The District will replace existing Point of Sales systems to improve service delivery and extend capacity for registration and purchases.

Implementation

The annual budget document serves as the Action Plan for implementing the 2015-2017 objectives.

Budget Initiatives

The budget initiatives for the Fiscal Year 2015/2016 budget and capital plans centered on the following:

1) Provide utility rates that supports planned capital infrastructure and continues operations funded by the pay for what you use model that is the industry standard;
2) Establish a Recreation Facility Fee (RFF) and a Beach Facility Fee (BFF) that are based upon justifiable current needs combined with the near term debt service and plans for multi-year capital projects; and
3) Continue to minimize the year to year fluctuations in the RFF and BFF from effects of Capital Improvement Project expenditures; and
4) Develop revenue enhancements to absorb increased costs; and
5) Consider customer service enhancements through operating efficiencies and the addition of service capacities.

Additional detail on budgeted initiatives is described in conjunction with each Long Range Principle.

Review Process

Implementation of the Strategic Plan requires a process of review, improvement, refinement, and measurement and following is the criteria for successful implementation of the Strategic Plan. It represents the commitment and discipline required to institutionalize the process.

- All employees and Board of Trustees members should receive a copy of the plan or electronic access to the Plan and should become a regular part of Staff and Board of Trustees orientation.
- The Strategic Plan becomes the guidepost for the District. When decisions or responses to the community are needed, the Strategic Plan serves as a strong reference point for decision-making and whether or not new issues or responses are of higher importance than what's been established as existing direction.
- Post a summary or shortened version of the Strategic Plan on the District's website and track results on the website as well. It may also be helpful to print a short summary of the Strategic Plan's progress to distribute to interested partners and community members.

- The District's General Manager will have the responsibility of being the Strategic Plan Manager to ensure successful implementation.

- Regular reporting of the Strategic Plan's progress should occur. Break the Strategic Plan into separate fiscal years and report, one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of actions that support the goal's completion. Actions are developed prior to each year. Each year's data will be entered on a spreadsheet that lists the Themes, Objectives, Initiatives, supporting actions and associated start and completion dates, as well as the staff person responsible for the Initiative.

- At the end of the year, perform an annual review and documentation of progress on initiatives.

- Provide an update on the Plan's implementation and results on an annual basis.

- Conduct Staff meetings on a quarterly or semi-annual basis to review the Strategic Plan's progress and results and report on progress to the Board of Trustees.

- The performance appraisal process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion. Also, performance criteria should be aligned with values of the District such as innovation, teamwork, and accountability.

- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators. (Lagging indicators or outcomes measure past performance; leading indicators or performance drivers assist in establishing future performance.)

- After completion of the first year of the Strategic Plan and baseline results are quantified, targets should be initiated for the measurement system.

- After each year of the Strategic Plan, the Staff should review the Strategic Plan's process and re-tool any parts of the process that need improvement. This review should include a "just-in-time review" of the following year's Initiatives to determine if priorities have changed. The review of Initiatives should tie into the budget process

- Staff meetings should regularly include discussion of strategy. Create a visualization process to emphasize the Strategic Plan's importance and the District's commitment to execution. For example, posting charts on office walls of each year's initiatives, with a check-off column, can provide a visual tracking of initiative completion.

Reassessment

Many external factors, such as the local and national economy, demographic changes, statutory and legislative changes, and climate may affect the environment and thus achievement of strategies. To the extent that external events have long-range impacts, strategies, objectives and actions may need to be adjusted to reflect these changes.

New information about residents, constituents, and guests needs or results may also require changes to the Strategic Plan. It is desirable to minimize the number of adjustments to long range principles in order to maintain credibility.

However, the District's Board of Trustees expects to conduct interim reviews each year, and more comprehensive strategic planning processes every five years, depending on how quickly conditions change. Performance measure results will be reviewed more frequently than the Strategic Plan.

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

Incline Village General Improvement District

893 Southwood Boulevard

Incline Village, Nevada 89451

Telephone Number: 775-832-1100

Questions: info@ivgid.org

yourtahoeplace.com

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
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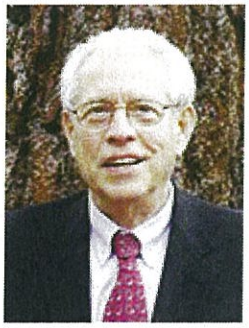
Strategic Plan

FISCAL YEARS 2018 – 2020

yourtahoeplace.com

Board of Trustees

Kendra Wong
CHAIRWOMAN



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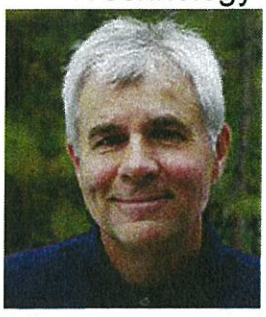

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IVGID's Mantra Statement

One District • One Team

Long Range Principles

LONG RANGE PRINCIPLE #1
Resources and Environment

Initiating and maintaining effective practices of environmental sustainability for a healthy environment, a strong community and a lasting legacy.

- Promote and protect Lake Tahoe and other sources in the Basin as viable sources of drinking water. Promote responsible use of water as a valuable natural resource.

- Develop, implement and maintain an effective watershed control program in order to satisfy recommendations in watershed sanitary surveys, advocate for the protection of Lake Tahoe as a viable source of drinking water and to satisfy additional state and federal requirements

- Encourage integrated regional strategies for the planning, design, construction and implementation of water system infrastructure for fire suppression

Objectives for 2018-2020

1. Maintain an active watershed management control program and execute the goals of the Tahoe Water Suppliers Association to meet Federal and State requirements for filtration avoidance and other requirements; promulgated by the Surface Water Treatment Rule and its amendments.

2. Enter into available Grant Agreements with the South Tahoe Public Utility District as a member of the Lake Tahoe Community Fire Prevention Partnership. This partnership was formed out of the member agencies of the Tahoe Water Supplier's Association and its purpose is to obtain appropriations from the Federal Government through the United States Forest Service for planning, design, and construction of water system improvements that have a direct relationship to wildland fire suppression.

3. Continue Legislative Advocacy efforts at the Federal Government level to support appropriations for water and wastewater infrastructure improvements that support Principle 1 and Principle 5.

4. Participate in the Tahoe Water for Fire Suppression Partnership. This Partnership will be working with the Regional Fire Districts to submit water system projects for improving fire suppression in the Tahoe Basin.

5. In partnership with the North Lake Tahoe Fire Protection District, protect District lands and the Tahoe Basin watershed by performing defensible space best management practices.

Budgeted Initiatives for 2018-2019

A. Operate a residential drop-off household hazardous waste and electronic waste facility to reduce the amount of hazardous materials entering the waste stream and landfills and to provide our residents with a convenient local facility. This program will be funded by the Solid Waste Franchise Fee.

B. Continue membership in the Tahoe Water Suppliers Association and provide the services of Association Director by IVGID staff to execute the goals of the Association for 2018-19 including the completion of the 2018 Annual Watershed Control Program Report,

C. Submit District Fireflow Enhancement Projects to the Tahoe Water for Fire Suppression Partnership (which the District is a member) for prioritization and ranking. The Tahoe Water for Fire Suppression Partnership submits the priority projects to the USFS for consideration to obtain funding through the Lake Tahoe Restoration Act.

D. Provide bear box rebates for new homeowners in the service area to contain putrescible waste in a safe manner.

LONG RANGE PRINCIPLE #2
Finance

The District will ensure fiscal responsibility and sustainability of service capacities by maintaining effective financial policies for operating budgets, fund balances, capital improvement and debt management.

- Adhere to Government Generally Accepted Accounting Principles.
- Comply with State and Federal regulations.
- Maintain Performance Measurement.
- Report results and demonstrate value.
- Develop and maintain a long term plan to sustain financial resources.

Objectives for 2018-2020

1. Utilize Annual and Interim financial reports to build understanding of the different aspects between operations, capital improvement and debt service.
2. Prepare Annual Budgets that demonstrate the balance of allocated resources, with service expectations, and the capability to deliver.
3. Prepare a five year projection of financial results for each audited fund for operations, capital improvement and debt service as a part of budget deliberations.
4. Continue the evolution of appropriate performance measurement to demonstrate quality as well as quantity.

Budgeted Initiatives for 2018-2019

A. Prepare a Comprehensive Annual Financial Report to provide financial position and results of operations to a variety of users and information needs, with an independent auditor's reports.
B. Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process, indebtedness reporting, and the annual audit.
C. Maintain the allocation of Facility Fee components for operations, debt service and capital expenditure, with prioritization for debt service, then capital asset replacement and last operations.
D. Actively manage planning and financial reporting to inform decision makers to sustain a strong financial base for operations, while increasing net assets, and maintaining care and condition of capital assets and infrastructure.
    1. Prepare standard format and popular reporting presentations of financial position and results of operations to inform users about budget to actual results, capital project status and relevant performance measures.
    2. Utilize the District's Financial Transparency website to provide ready access to a variety of reports and information to support a greater level of detail than standard reports allow.

3. Present annual results and planned budgeted activity to the community through extended presentations outside of Board of Trustee meetings.

E. Analyze and evaluate the post-2020 effects of proposed changes to Governmental Accounting Standards Board Pronouncements that could require pre-planning or system revisions to be implemented to comply with adoption by the State of Nevada for local units of government.

LONG RANGE PRINCIPLE #3
Workforce

Attract, maintain and retain a highly qualified, motivated and productive workforce to meet the needs of District venues:

- Staff will evaluate open position job descriptions, for need to fill, level of and related compensation for the position.
- Re-evaluate, during the budget process, the optimum level of Staff and related total compensation, necessary to each department based on industry standard and levels of service.
- Comply with State and Federal regulations.
- Continue to provide a safe environment and continue to strive for low workers compensation incidents.
- Identify individuals for retention and growth for management succession within the District.
- Work with Staff to improve employee engagement and culture through focused performance management goals, engagement participation and incentives.

Objectives for 2018-2020

1. In order to remain competitive use the rotating schedule for evaluating each position to ensure District is competitive with its total compensation and benchmarks.

2. Create a plan for continued employee development at all venues to ensure we are succession planning appropriately for all levels.

3. Identify potential changes of status and retention for year round Diamond Peak Summer Operations.

4. Create new goal setting that encompasses employee engagement participation for measured performance measurement goals and objectives with set increases that correlate directly with goals and engagement measures.

Budgeted Initiatives for 2018-2019

A. Review budget, number of positions to salary and benefits and conducts surveys to ensure we are doing our best to attract, maintain and retain qualified employees across the District and all statuses.
B. Cross training for staff retention and continued employment across the District to address retention and growth of all levels of employees.
C. Understand the potential financial impacts of staffing, hourly wages, increased minimum wage and retention of year round employment changes at current recreational exemption status.

D. Continued communication, implementation and change to increase employee engagement participation that correlates with accountability and meeting set mutual goals for year round employees.

LONG RANGE PRINCIPLE #4
Service

The District will provide superior quality service and value to its customers considering responsible use of District resources and assets.

- Provide well defined customer centric service levels consistent with community expectations.
- Apply Performance Management to meet or exceed established venue customer service levels.
- Utilize best practice standards for delivery of services.
- Commit to evaluate customer loyalty/satisfaction to demonstrate the value of results.
- Maintain customer service training for new, returning and existing employees.

Objectives for 2018-2020

1. Continue to establish, enhance and evaluate metrics through key performance indicators for each venue.

2. Continue to establish and enhance specific performance indicators to evaluate customer loyalty/satisfaction.

3. Align performance metrics through industry benchmarking.

4. Analyze the net effect of established service levels on the District operations, apply changes as needed, and encourage/reward continuation of appropriate performance.

5. Utilize the annual community survey to evaluate and measure customer service as it relates to existing service level demands.

6. Develop a short and long term strategy to utilize the community services master plan as a service level metric and roadmap for the future.

Budgeted Initiatives for 2018-2019

A. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training.
B. Establish, communicate and demonstrate service level baselines at each venue. The emphasis is on providing the best customer experience.
C. The District is continuing the Customer Care program for all of Community Services, which includes empowerment for any actions that generate a hard cost to remedy a customer satisfaction issue.
D. Seek venue specific community feedback to determine customer satisfaction via a Net Promoter Score

LONG RANGE PRINCIPLE #5
Assets and Infrastructure

The District will practice perpetual asset renewal, replacement and improvement to provide safe and superior long term utility services and recreation activities.

- Maintain, renew, expand and enhance District infrastructure to meet the capacity needs and desires of the community for future generations.
- Maintain, procure and construct District assets to ensure safe and accessible operations for the public and the District's workforce.
- Maintain current Community Service and Public Works master plans.
- Maintain a 5-Year and 20-Year capital improvement plan.
- Conduct planning and design, in advance of undertaking projects or procurement, to ensure new District assets meet operational requirements and enhance the customer experience.
- Maintain an asset management program leveraging technology, as appropriate by venue/division, to ensure timely and efficient asset maintenance.
- Comply with regulatory requirements and industry standards.

Objectives for 2018-2020

1. Complete environmental and regulatory entitlements for the Diamond Peak Master Plan.
2. Complete the Community Service master plan and set direction on next steps with the community.
3. Complete condition analysis and project scoping for the Effluent Export Project – Phase II and continue to pursue project partnerships and federal funding to reduce District costs.
4. Complete Incline Creek Culvert Rehabilitation at Diamond Peak.
5. Evaluate options, set direction, and begin implementation of the Ski Way Pavement reconstruction.
6. Implement asset management/work order software for Community Service venue operations.

Budgeted Initiatives for 2018-2019

A. Continued use of the Five Year Rate Study as a way to ensure proper funding of capital projects such as the Effluent Pipeline replacement.
B. Allocate capital expenditures in Community Services to maintain service levels, while planning for some facility replacement for facilities that are crossing 20 years in service.
C. Complete condition assessment of the Effluent Export Pipeline.
D. Continue to work through the environmental clearances and regulatory approval process of the Diamond Peak Master Plan.
E. Complete the Community Service Master Plan.

F. Complete construction, via the Construction Manager at Risk Method, of the Incline Creek Culvert Rehabilitation at Diamond Peak Project.

G. Complete preliminary design for reconstruction of Ski Way and set direction for a final design approach.

LONG RANGE PRINCIPLE #6
Communication

The District will engage, interact and educate to promote understanding of the programs, activities, services, and ongoing affairs.

- Promote transparency in all areas including finance, operations and public meetings.
- Provide clear, concise and timely information in multiple, publicly accessible formats.
- Ensure that both internal and external communication is responsive, comprehensive and inclusive.

Objectives for 2018-2020

1. Work with/be a part of the Board's Popular Reporting Committee to ensure communication of (a) existing reports prepared and posted by IVGID to its website; (b) communication of any newly created reports identified and/or created by the Board's Popular Reporting Committee; and (c) be a resource to the Board's Popular Reporting Committee to do research on what other comparable agencies are providing to their public.
2. Post annotated Board of Trustees agendas on IVGID website twenty four hours after each meeting and then follow-up communication via various channels.
3. Create a replacement survey software system and engagement plan.
4. Continue to employ tools to enhance internal communications.
5. Implement best practices for sharing information with the public.

Budgeted Initiatives for 2018-2019

A. Expand the District's approach to communication decisions for the entire District for sales, marketing and communications. All venues and funds will be served by the Communications Coordinator.
B. The District will continue to utilize online tools to improve Citizen Request Management and Financial Transparency.
C. Maintain and enhance IVGID Quarterly content, engagement, and outreach. Include community agency partners' information for a comprehensive communication tool for the entire community.
D. Community Orientation – complete a community wide process to provide better recognition and utilization of District recreational venues.
E. Community Services Master Plan – Community engagement, education, and feedback regarding the results of the Master Plan and the community's desires and expectations for recreation and facilities for the next ten to fifteen years.
F. Customer Services Survey – craft a community wide survey instrument to identify satisfaction with all IVGID provided services and facilities.

G. Continue to proactively maintain and expand list of parcel owners, facility users, and residents.
H. Continue to use Tahoe.com as the Community Event Calendar; work with partnering agencies on event coordination in order to reduce duplication and seek collaboration.
I. Host Quarterly Board of Trustees Community Workshops each fiscal year.
J. Complete, by 2020, the codification of IVGID's ordinances, policies, procedures, etc. thus to create an easy to work with and update IVGID code.

Implementation

The annual budget document serves as the Action Plan for implementing the 2018-2019 objectives.

Budget Initiatives

The budget initiatives for the Fiscal Year 2018/2019 is described in conjunction with each Long Range Principle.

Review Process

Implementation of the Strategic Plan requires a process of review, improvement, refinement, and measurement and following is the criteria for successful implementation of the Strategic Plan. It represents the commitment and discipline required to institutionalize the process.

- All employees and Board of Trustees members should receive a copy of the plan or electronic access to the Plan and should become a regular part of Staff and Board of Trustees orientation.
- The Strategic Plan becomes the guidepost for the District. When decisions or responses to the community are needed, the Strategic Plan serves as a strong reference point for decision-making and whether or not new issues or responses are of higher importance than what's been established as existing direction.
- Post a summary or shortened version of the Strategic Plan on the District's website and track results on the website as well. It may also be helpful to print a short summary of the Strategic Plan's progress to distribute to interested partners and community members.
- The District's General Manager will have the responsibility of being the Strategic Plan Manager to ensure successful implementation.
- Regular reporting of the Strategic Plan's progress should occur. Break the Strategic Plan into separate fiscal years and report, one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of actions that support the goal's completion. Actions are developed prior to each year. Each year's data will be entered on a spreadsheet that lists the Themes, Objectives, Initiatives, supporting actions and associated start and completion dates, as well as the staff person responsible for the Initiative.
- At the end of the year, perform an annual review and documentation of progress on initiatives.

- Provide an update on the Plan's implementation and results on an annual basis.

- Conduct Staff meetings on a quarterly or semi-annual basis to review the Strategic Plan's progress and results and report on progress to the Board of Trustees.

- The performance appraisal process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion. Also, performance criteria should be aligned with values of the District such as innovation, teamwork, and accountability.

- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators. (Lagging indicators or outcomes measure past performance; leading indicators or performance drivers assist in establishing future performance.)

- After completion of the first year of the Strategic Plan and baseline results are quantified, targets should be initiated for the measurement system.

- After each year of the Strategic Plan, the Staff should review the Strategic Plan's process and re-tool any parts of the process that need improvement. This review should include a "just-in-time review" of the following year's Initiatives to determine if priorities have changed. The review of Initiatives should tie into the budget process

- Staff meetings should regularly include discussion of strategy. Create a visualization process to emphasize the Strategic Plan's importance and the District's commitment to execution. For example, posting charts on office walls of each year's initiatives, with a check-off column, can provide a visual tracking of initiative completion.

Reassessment

Many external factors, such as the local and national economy, demographic changes, statutory and legislative changes, and climate may affect the environment and thus achievement of strategies. To the extent that external events have long-range impacts, strategies, objectives and actions may need to be adjusted to reflect these changes.

New information about residents, constituents, and guests needs or results may also require changes to the Strategic Plan. It is desirable to minimize the number of adjustments to long range principles in order to maintain credibility.

However, the District's Board of Trustees expects to conduct interim reviews each year, and more comprehensive strategic planning processes every five years, depending on how quickly conditions change. Performance measure results will be reviewed more frequently than the Strategic Plan.

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

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