



NOTICE OF MEETING

The regular meeting of the Incline Village General Improvement District will be held starting at **5:30 p.m.** on Wednesday, November 18, 2015 in the Chateau, 955 Fairway Boulevard, Incline Village, Nevada.

A Meet and Greet reception will be held prior to the Board meeting at **5:00 p.m. – all members of the public are invited to attend.**

- A. PLEDGE OF ALLEGIANCE*
- B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*
- C. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration.

Public Comment Advisory Statement – *Public comment, as required by the Nevada Open Meeting Law, is an opportunity for people to publicly speak to the assembled Board of Trustees. Generally, it can be on any topic, whether or not it is included on the meeting agenda. In other cases, it may be limited to the topic at hand before the Board of Trustees. Public comment cannot be limited by point of view. That is, the public has the right to make negative comments as well as positive ones. However, public comment can be limited in duration and place of presentation. While content generally cannot be a limitation, all parties are asked to be polite and respectful in their comments and refrain from personal attacks. Willful disruption of the meeting is not allowed. Equally important is the understanding that this is the time for the public to express their respective views, and is not necessarily a question and answer period. This generally is not a time where the Board of Trustees responds or directs Staff to respond. If the Chair feels there is a question that needs to be responded to, the Chair may direct the General Manager to coordinate any such response at a subsequent time. Finally, please remember that just because something is stated in public comment that does not make the statement accurate, valid, or even appropriate. The law mitigates toward allowing comments, thus even nonsensical and outrageous statements can be made. Counsel has advised the Staff and the Board of Trustees not to respond to even the most ridiculous statements. Their non-response should not be seen as acquiescence or agreement just professional behavior on their part. IVGID appreciates the public taking the time to make public comment and will do its best to keep the lines of communication open.*

- D. APPROVAL OF AGENDA *(for possible action)*

Incline Village General Improvement District

Incline Village General Improvement District is a fiscally responsible community partner which provides superior utility services and community oriented recreation programs and facilities with passion for the quality of life and our environment while investing in the Tahoe basin.



NOTICE OF MEETING

Agenda for the Board Meeting of November 18, 2015 - Page 2

- E. CONSENT CALENDAR *(for possible action)*
 - 1. Employee Health Insurance Renewal: Prominence Health Insurance Company (Requesting Staff Member: Director of Human Resources Dee Carey) – **pages 1 - 2**

- F. GENERAL BUSINESS *(for possible action)*
 - 1. Golf and Facilities Report and Possible Action on Rates (Requesting Staff Member: General Manager Steve Pinkerton) – **pages 3 - 44**
 - 2. Appointment of Representative to the Nevada League of Cities (Requesting Staff Member: General Manager Steve Pinkerton; Requesting Trustee: Chairwoman Kendra Wong) – **page 45**
 - 3. General Manager's Goals for Fiscal Year 2015/2016 (Requesting Staff Member: General Manager Steve Pinkerton) – **pages 46 - 113**

- G. DISTRICT STAFF UPDATE
 - 1. General Manager Steve Pinkerton
 - 2. Interim General Manager Diamond Peak Ski Resort Mike Bandelin

- H. REPORTS TO THE IVGID BOARD OF TRUSTEES*
 - 1. District General Counsel Jason Guinasso

- I. APPROVAL OF MINUTES *(for possible action)*
 - 1. Special Meeting of September 3, 2015 – **pages 114 - 127**
 - 2. Special Meeting of September 16, 2015 – **pages 128 - 170**
 - 3. Regular Meeting of September 23, 2015 – **pages 171 - 205**
 - 4. Special Meeting of October 1, 2015 – **pages 206 - 217**
 - 5. Special Meeting of October 21, 2015 – **pages 218 - 253**

- J. BOARD OF TRUSTEES UPDATE **(NO DISCUSSION OR ACTION)** ON ANY MATTER REGARDING THE DISTRICT AND/OR COMMUNITIES OF CRYSTAL BAY AND INCLINE VILLAGE, NEVADA*



NOTICE OF MEETING

Agenda for the Board Meeting of November 18, 2015 - Page 3

- K. CORRESPONDENCE RECEIVED BY THE DISTRICT* – **pages 254 - 299**
- L. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration; see **Public Comment Advisory Statement** above.
- M. REVIEW WITH BOARD OF TRUSTEES, BY THE DISTRICT GENERAL MANAGER, THE LONG RANGE CALENDAR (*for possible action*) – **pages 300 - 303**
- N. ADJOURNMENT (*for possible action*)

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before Friday, November 13, 2015 at 9:00 a.m., a copy of this agenda (IVGID Board of Trustees Session of November 18, 2015) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were either faxed or e-mailed to those people who have requested; and a copy was posted at the following six locations within Incline Village/Crystal Bay in accordance with NRS 241.020:

1. IVGID Anne Vorderbruggen Building (Administrative Offices)
2. Incline Village Post Office
3. Crystal Bay Post Office
4. Raley's Shopping Center
5. Incline Village Branch of Washoe County Library
6. IVGID's Recreation Center

/s/ Susan A. Herron, CMC

Susan A. Herron, CMC

Clerk to the Board of Trustees (e-mail:

sah@ivgid.org/phone # 775-832-1207)

Board of Trustees: Kendra Wong, Chairwoman, Tim Callicrate, Jim Hammerel, Bill Devine, and Matthew Dent

Notes: Items on the agenda may be taken out of order; combined with other items; removed from the agenda; moved to the agenda of another meeting; moved to or from the Consent Calendar section; or may be voted on in a block. Items with a specific time designation will not be heard prior to the stated time, but may be heard later. Those items followed by an asterisk (*) are items on the agenda upon which the Board of Trustees will take no action. Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to call IVGID at 832-1100 at least 24 hours prior to the meeting. Copies of the packets containing background information on agenda items are available for public inspection at the Incline Village Library.

IVGID'S agenda packets are now available at IVGID's web site, www.yourtahoeplace.com; go to "Board Meetings and Agendas". A hard copy of the complete agenda packet is also available at IVGID's Administrative Offices located at 893 Southwood Boulevard, Incline Village, Nevada, 89451.

MEMORANDUM

TO: Board of Trustees

THROUGH: Steven J. Pinkerton
General Manager

FROM: Dee Carey
Director of Human Resources

SUBJECT: Employee Health Insurance Renewal: Prominence Health Insurance Company

DATE: November 4, 2015

I. RECOMMENDATION

That the Board of Trustees makes a motion to accept/approve the following:

- 12 month renewal contract with Prominence Health Insurance Company (formally named Saint Mary's Preferred Health Insurance Company.) This renewal offer is with 0.0% change in rates;
- Staff is authorized to execute all necessary contracts.

II. BACKGROUND

This District has been with the Prominence/St. Mary's PPO/HRA plan for four years and it has proven to be successful. The relationship between IVGID and Prominence/Saint Mary's continues to be very positive and we continue to receive very few complaints, from employees, about the services provided since we have been with them since 2005. We receive monthly updates on our claims experience and IVGID continues to have an excellent claims experience. The District also continues to utilize Prominence/Saint Mary's in the coordination of our Employee Health and Wellness Program which contributes greatly to our excellent claims experience. The impending future changes with the Affordable Health Care Act (AHCA) are still looming. At this time, we know that change will be coming however we have not received concrete guidelines from the Federal government. In accordance with the ACHA, we will be offering benefits to approximately fifteen employees who met the new standard as outlined by the ACHA guidelines of working 1,560 hours for the year. The District continues to be in full compliance with the AHCA.

III. FINANCIAL IMPACT AND BUDGET

We budgeted for a 15% increase in the cost of medical insurance. With a zero percent increase, we are significantly under the budgeted amount of \$1,818,417.21. The proposed zero increase renewal translates into a savings of approximately \$272,000 from our original budgeted amount.

IV. ALTERNATIVES

The Board could direct Staff to go out to bid which would most likely delay any on-time, no lapse in coverage.

V. COMMENTS

Currently, the costs of benefitted position benefits are 34.51% of payroll, with 53.40% being optional benefits (health care, deferred comp, etc.) and 46.60% being mandatory benefits (taxes, unemployment insurance etc.) Of the 53.40% optional benefits, health care costs make up 89.12% of the costs.

VI. DISTRICT'S STRATEGIC PLAN

Long Range Principle #3, Workforce, states "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" and that is what providing health insurance to our employees does. We budgeted a 15% increase and through our various programs and our employees' contributions, we achieved a zero percent increase. As to budgeted initiatives for 2015-2016, C. which reads "Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds" right now the District is in full compliance and we have managed our workforce health insurance to a zero percent increase which is the best use of public funds.

VII. BUSINESS IMPACT

This item is not a "rule" within the meaning of Nevada Revised Statutes, Chapter 237, and does not require a Business Impact Statement.

Chateau & Aspen Grove Facility Business Update



Response to Community Needs



Evolving Staffing Structure

2004 Staffing (9 positions)

- Director of Food and Beverage
- Assistant Manager of Food & Beverage
- Office Manager of Finance
- Catering Manager
- Sales
- Sales
- Catering Administrator
- Executive Chef
- Sous Chef
- Banquet Chef

2015 Staffing

(3 positions with assistance from finance)

- Executive Chef
- Sales & Events Coordinators
- Sales & Events Coordinators



Facilities Business Model

In order to give our community members use of our venues at significantly discounted rates.

Our goal is to fill prime high season (May-October) dates with full paying clients.

Tools We Use:

Yield Management

Food and Beverage Discounts

Food and Beverage Minimums

Weddings

Weddings in Lake Tahoe

The average total cost of a wedding in Tahoe is \$30,458

There are 13,000 weddings each year in The Tahoe Basin

Wedding business represents \$246 Million for the Lake Tahoe Basin annually – which includes the added revenue brought to the area restaurants, accommodations & retail

IVGID Facility Facts

At The Chateau all but three Saturday wedding dates have been sold for 2016

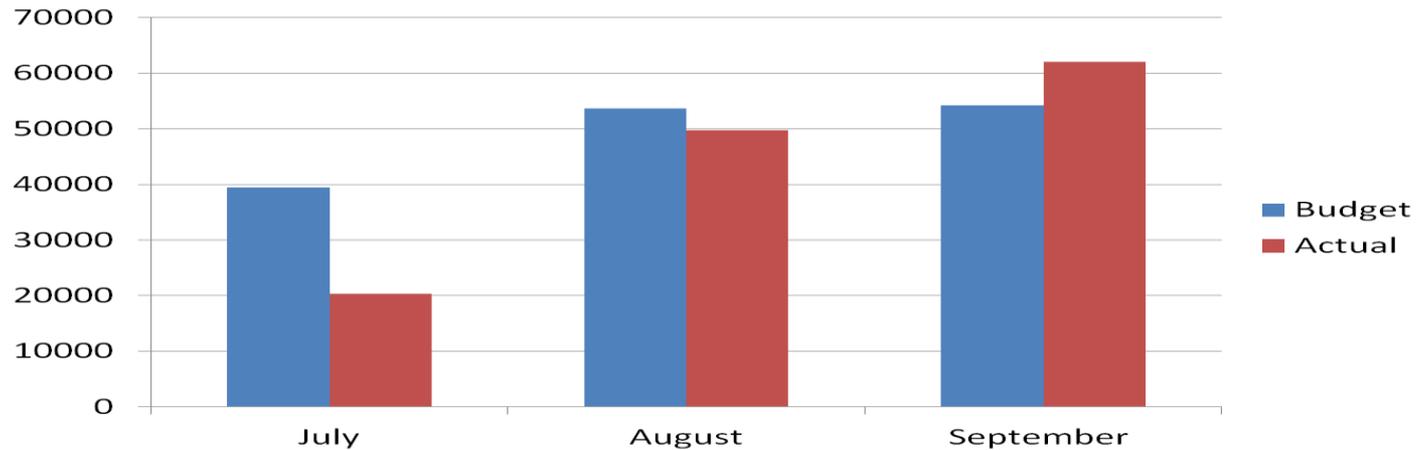
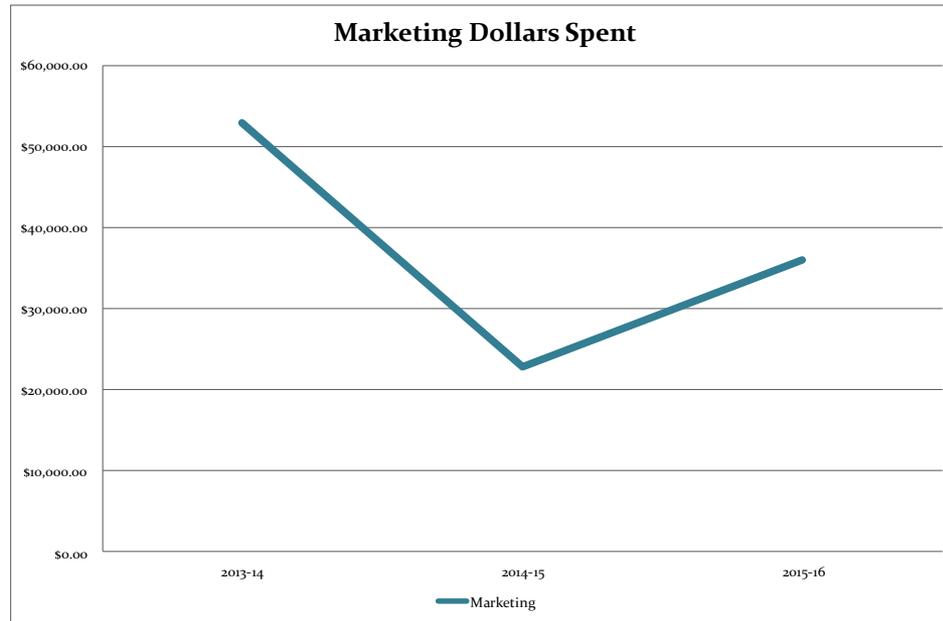
The most popular month to get engaged is December

The average length of an engagement is 12-16 months

We are currently touring and beginning to sell 2017

The rates we are proposing today will impact our 2017 clients

Relationship of Marketing to Bookings



Summary of Events and Revenue

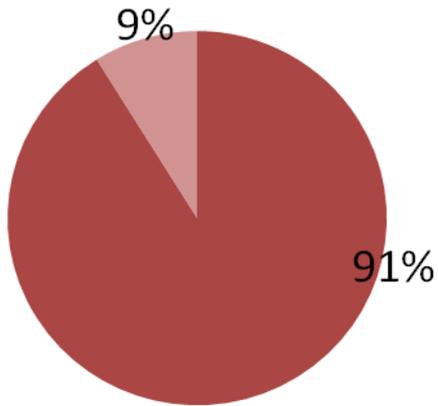
	July	August	September
Total Number of Events	44	43	37
Total Venue Fee paid by Weddings & Special Events	\$15,125	\$42,155	\$32,795
Community Groups: Paying a discount or no venue fee	39	30	28
Total fees paid by community groups	\$1,475	\$1,700	\$3,798
Food & Beverage for Weddings & Special Events	\$35,319	\$91,752	\$48,395
Food & Beverage for Community Events	\$36,371	\$40,298	\$38,391

Events July-September 2015

Revenue Based on Event Types

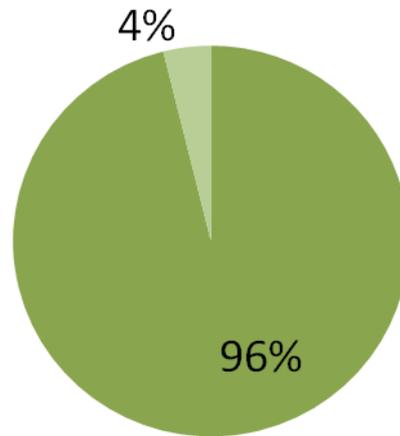
July

■ Weddings ■ Community Groups



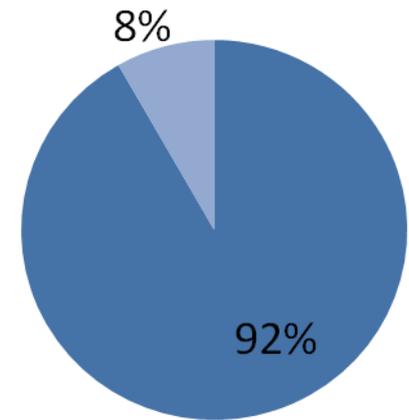
August

■ Weddings ■ Community Groups

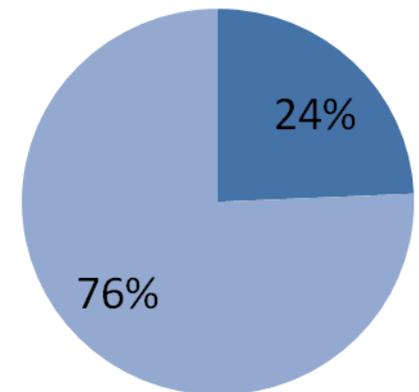
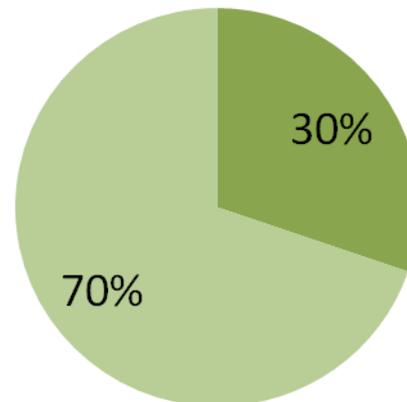
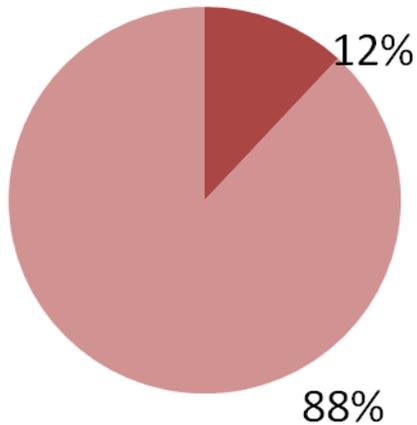


September

■ Weddings ■ Community Groups



Total Number of Events



Proposed Rate: The Chateau

2016 – 2017

MAY - OCTOBER	Current	Non Pass holder Rate
Saturday	\$6600	\$7,260 & FB Minimum
Friday & Saturday	\$4300	\$4,520
Monday – Thursday	\$2400	\$2,520
NOVEMBER - APRIL		
Saturday	\$3850	\$4,235
Friday & Saturday	\$2800	\$2,940
Monday – Thursday	\$1600	\$1,680
Wedding Ceremony	\$1,000	no change
The Grille (winter)	\$500	no change

The IVGID Board of Trustees allow Staff to adjust prices to accomplish Demand Pricing and “Yield Management”

Proposed Rates Picture Pass Holder: The Chateau

2016 – 2017

MAY - OCTOBER	Current	Picture Pass Holder
Saturday	\$4950	\$5445 & FB Minimum
Friday & Saturday	\$3200	\$3360
Monday – Thursday	\$1800	\$1890
NOVEMBER - APRIL		
Saturday	\$2900	\$3045
Friday & Saturday	\$2100	\$2205
Monday – Thursday	\$1200	\$1284
HOURLY RATE	3 HOUR MINIMUM	
• HIGH – Full	\$525/hour	\$175 per 1/3 ballroom
• LOW – Full	\$315/hour	\$105 per 1/3 ballroom
Wedding Ceremony	\$750	No change
The Grille (winter only)	\$375	No change

The IVGID Board of Trustees allow Staff to adjust prices to accomplish Demand Pricing and “Yield Management”

Proposed Rate: Aspen Grove

2016 – 2017

MAY - OCTOBER Current Non-Pass holder Rate

Saturday \$2000 \$2,500

Friday & Saturday \$1500 \$1,650

Monday – Thursday \$750 \$825

Wedding Ceremony \$500 \$500

Building Only \$130/hour \$130/hour

The IVGID Board of Trustees allow Staff to adjust prices to accomplish Demand Pricing and “Yield Management”

Proposed Rates Picture Pass Holders: Aspen Grove

2016 – 2017

MAY - OCTOBER

Current

Picture Pass Holder

Saturday

\$1500

\$1875

Friday & Saturday

\$1125

\$1238

Monday – Thursday

\$560

\$620

Wedding Ceremony

\$375

No change

Building Only

\$55/hour

No change

The IVGID Board of Trustees allow Staff to adjust prices to accomplish Demand Pricing and “Yield Management”



Conclusion

Mid-2014, we restructured our team to create a clear direction with defined goals and we, as a team, have confidence in the future if able to continue to exercise the methods outlined in our proven business model.

Simply stated, we are achieving success, we are poised to have even more success, if we are able to stay consistent with the current model. This business model is working.



Questions



Board of Trustees Meeting
Golf Courses
2015 Season Wrap Up & 2016 Rates
November 18, 2015
Prepared by Michael Mc Closkey





Objectives for Presentation

- 1. Simple Wrap Up of 2015 golf season**
 - Extensive details will be provided throughout winter
- 2. Proposed Golf Fee Structure for 2016 Season**
- 3. Importance of Setting Golf Fees Early**

The Championship Golf Course



2015 Golf Season Wrap Up – CHAMP

- **Rounds of Golf**

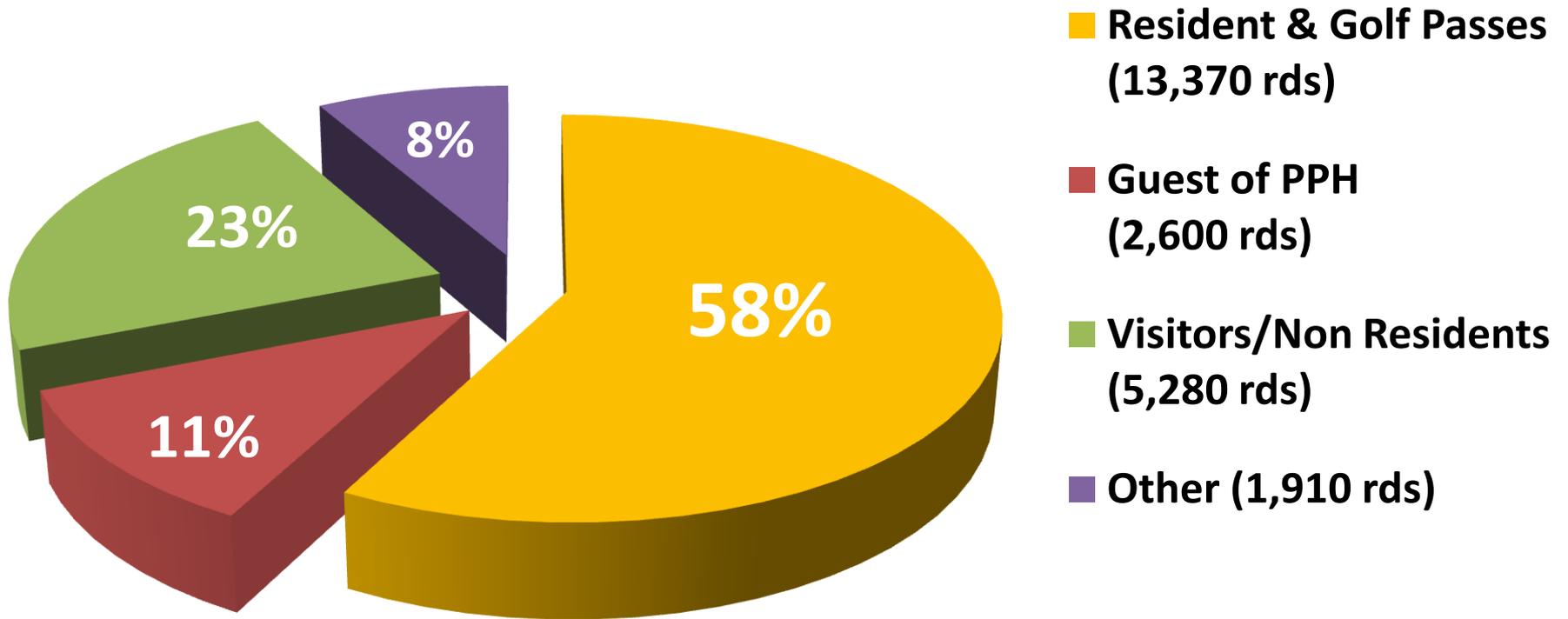
– Total Rounds played = **23,152** -- (2014 = 23,456)

	<u>2015 Season</u>	<u>2014 Season</u>	<u>Variance</u>
Open – 4pm	21160	20870	290
4pm – Close	1970	2570	(600)

- **Utilization of Tee Times** (*Entire Season*)

	<u>2015 Season</u>	<u>2014 Season</u>	<u>Variance</u>
Open – 12pm	76%	71%	5%
12pm – 2pm	62%	57%	5%
2pm – 4pm	46%	50%	(4%)
4pm - Close	29%	47%	(18%)

2015 Rounds Mix – Championship Golf Course



Residents and guests (*golfers who are connected to a resident*) total 69% of our total play



2015 Golf Season Wrap Up – CHAMP

- **Revenues**

- Exceeded budget for fiscal 14/15 & currently exceeding fiscal 15/16 budgeted revenue by 8%
- Total Champ Course revenue 2015 season = **Up 6%**
- Food & Beverage revenue 2015 season = **Up 17.5%**
 - *Excludes Banquet F&B*
- Yield per round
 - Total Yield p/rd = \$121.03 -- **Up \$7.50** from 2014
 - Dynamic Pricing Model gave us higher yields & utilization



Proposed Golf Fee Structure for 2016

- No changes to Dynamic Structure or Play Passes
 - Use the success of 2015 to build a better 2016
 - Add a few new offerings/programs
- Continue Yield Management practices
 - New software system will bring better yield strategies
- Maintain focus of operational objectives to follow our 5 Year Strategic Goals

5 Year Strategic Goal

IVGID

Golf Strategy for Affects of Revenue Enhancement

Championship Course

STRATEGY - increase average realization per round by \$7 per year, each of 4 years, starting in 2015-16

Rounds	23400				
	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Base Revenue	\$ 2,845,000	\$ 2,845,000	\$ 2,845,000	\$ 2,845,000	\$ 2,845,000
Increment 2015-16		163,800	163,800	163,800	163,800
Increment 2016-17			163,800	163,800	163,800
Increment 2017-18				163,800	163,800
Increment 2018-19					163,800
Total Revenue	2,845,000	3,008,800	3,172,600	3,336,400	3,500,200
Expenses (increase 2.5% per year)	3,135,007	3,213,382	3,293,717	3,376,060	3,460,461
Net before Facility fee	\$ (290,007)	\$ (204,582)	\$ (121,117)	\$ (39,660)	\$ 39,739

Mountain Course

STRATEGY - increase rounds played 5% per year, and maintain current realization, starting 2015-16

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>
Rounds	14,695	15,430	16,201	17,011	17,862
Revenue at \$42 per round	\$ 617,190	\$ 648,050	\$ 680,452	\$ 714,475	\$ 750,198
Expenses (increase 2.5% per year)	948,519	972,232	996,538	1,021,451	1,046,987
Net before Facility Fee	\$ (331,329)	\$ (324,182)	\$ (316,086)	\$ (306,977)	\$ (296,789)

Key Rates – Daily Fee

RESIDENT

	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 9	\$60	\$70	\$50	\$60	\$40	\$50	\$25	\$30	\$20	\$23
June 10 - June 30	\$70	\$80	\$60	\$70	\$50	\$60	\$30	\$35	\$23	\$28
July 1 - Sept 5	\$85	\$90	\$70	\$80	\$60	\$70	\$38	\$43	\$28	\$35
Sept 6 - Sept 30	\$70	\$80	\$60	\$70	\$50	\$60	\$30	\$35	\$23	\$28
Oct 1 - closing	\$60	\$70	\$50	\$60	\$35	\$45	\$25	\$30	\$20	\$23
<i>all rates include shared cart</i>										

Resident rates are 50% or more discount off of Non-Resident rate

Key Rates – Daily Fee

GUEST

	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 9	\$85	\$95	\$75	\$85	\$65	\$75	\$40	\$45	\$35	\$38
June 10 - June 30	\$95	\$105	\$85	\$95	\$75	\$85	\$45	\$50	\$38	\$43
July 1 - Sept 5	\$110	\$115	\$95	\$105	\$85	\$95	\$53	\$58	\$43	\$50
Sept 6 - Sept 30	\$95	\$105	\$85	\$95	\$75	\$85	\$45	\$50	\$38	\$43
Oct 1 - closing	\$85	\$95	\$75	\$85	\$60	\$70	\$40	\$45	\$35	\$38
<i>all rates include shared cart</i>										

**Guest Rates are \$25 more than Resident Rate Open to 4pm
\$15 more than Resident Rate 4pm to close**

Key Rates – Daily Fee

NON-RESIDENT

	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 9	\$120	\$140	\$100	\$120	\$80	\$100	\$50	\$60	\$40	\$45
June 10 - June 30	\$140	\$160	\$120	\$140	\$100	\$120	\$60	\$70	\$45	\$55
July 1 - Sept 5	\$170	\$190	\$140	\$160	\$120	\$140	\$75	\$85	\$55	\$70
Sept 6 - Sept 30	\$140	\$160	\$120	\$140	\$100	\$120	\$60	\$70	\$45	\$55
Oct 1 - closing	\$120	\$140	\$100	\$120	\$70	\$90	\$50	\$60	\$40	\$45
<i>all rates include shared cart</i>										

Key Rates – Play Passes

RESIDENT

<u>Pass Type</u>	<u>Cost</u>	
10 Play Pass	\$720	
20 Play Pass	\$1,270	
All You Can Play Pass <i>(Includes Both Golf Courses)</i>		
Individual --	\$2,300	(a)
Couple --	\$3,750	(a)(b)
Full Time Student Pass	\$250	(c)
<i>(Up to age 26, stand by & Pass Holder only)</i>		
Junior Pass <i>(Includes Both Golf Courses)</i>	\$195	(c)
<i>(Walking Only, up to age 17, stand by & Pass Holder only)</i>		
<i>(a) includes free bag storage</i>		
<i>(b) Couple is two married people or domestic partners living together in the same household as a family unit</i>		
<i>(c) does NOT include golf cart</i>		





Key Rates – Play Passes

NON-RESIDENT

<u>Pass Type</u>	<u>Cost</u>
All You Can Play Pass <i>(Includes Both Golf Courses)</i>	
Individual --	\$3,100 (a)
Couple --	\$4,650 (a)(b)
<u>Restrictions</u>	
MTN - Valid anytime	
CHAMP - Valid Monday - Thursday anytime; Friday - Sunday & Holidays after 12:00pm	
(a) includes free bag storage	
(b) Couple is two married people or domestic partners living together in the same household as a family unit	

<u>Tahoe Players Plan</u>	<u>Cost</u>
Annual Fee	\$699
Daily Fee Rate	
Championship Course	\$60
Mountain Course	\$20
<i>Daily Fee Rate is for 18 holes of golf; all prices include a shared golf cart</i>	
<u>Player Plan Rates are Valid</u>	
Opening Day - June 9th	
Mountain Course - Unlimited Golf	
Champ Course - Unlimited Golf	
June 10th - September 5th	
Mountain Course - Unlimited Golf	
Champ Course - Unlimited Golf after 12:00 p.m.	
September 5th - Closing Day	
Mountain Course - Unlimited Golf	
Champ Course - Unlimited Golf	



Mountain Course
INCLINE VILLAGE
LAKE TAHOE

The Mountain Golf Course

2015 Golf Season Wrap Up – MOUNTAIN

- **Rounds of Golf**

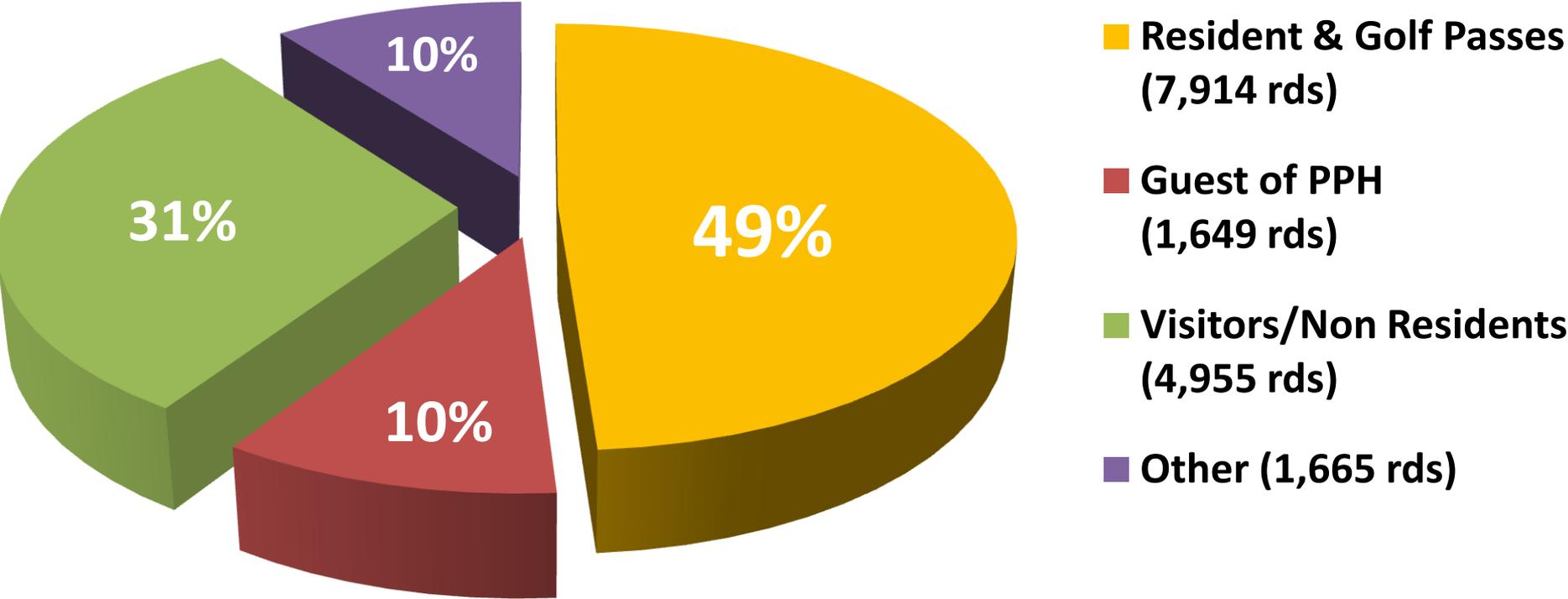
– Total Rounds played = **16,183** -- (2014 = 14,415)

	<u>2015 Season</u>	<u>2014 Season</u>	<u>Variance</u>
Open – 4pm	13,490	11,650	1,840
4pm – Close	2,690	2,770	(80)

- **Utilization of Tee Times** (*Entire Season*)

	<u>2015 Season</u>	<u>2014 Season</u>	<u>Variance</u>
Open – 12pm	52%	40%	12%
12pm – 4pm	42%	37%	5%
4pm - Close	37%	36%	1%

2015 Rounds Mix – Mountain Golf Course



Residents and guests (*golfers who are connected to a resident*) total 59% of our total play



2015 Golf Season Wrap Up – MOUNTAIN

- **Revenues**

- Currently exceeding fiscal 15/16 budget revenue by 1.5%
- Total Mountain Course revenue 2015 season = **Up 12%**
- Food & Beverage revenue 2015 season = **Up 17%**

- **Golf programming a big success**

“The Mountain Course is an incredibly picturesque golf course and an absolute pleasure to walk. After work nearly every day I grabbed my clubs and strolled the fairways through the woods, nothing but birds chirping and the sound of the ball off the tee (and hopefully a nice thwack on the green.) I walked over 50 miles in 2015 and took 10 strokes off my game and 10 lbs off the gut in the process! I can’t wait to break my mileage next year, walking is the best way to golf! Thank you for providing a program that supports my health and golfing habit.”

- Galen Bradford (Incline Village Resident)

Key Rates – Daily Fee 18 Holes

RESIDENT

	Time of Day					
	Open - 12 (<i>Prime Time</i>)		12-4 (<i>Mid-Day</i>)		After 4 (<i>Twilight</i>)	
	Mon-Thu	Fri-Sun (<i>& holidays</i>)	Mon-Thu	Fri-Sun (<i>& holidays</i>)	Mon-Thu	Fri-Sun (<i>& holidays</i>)
Open - June 9	\$28	\$35	\$25	\$32	\$1.00 p/hole + \$5 cart fee	
June 10 - June 30	\$39	\$42	\$35	\$39		
July 1 - Sept 5	\$42	\$46	\$42	\$46		
Sept 6 - Closing	\$35	\$39	\$32	\$35		
<i>all rates from Open-4 include shared cart</i>						

Resident rates are 30% or more discount off of Non-Resident rate

Key Rates – Daily Fee 18 Holes

GUEST

	Time of Day					
	Open - 12 (<i>Prime Time</i>)		12-4 (<i>Mid-Day</i>)		After 4 (<i>Twilight</i>)	
	Mon-Thu	Fri-Sun (<i>& holidays</i>)	Mon-Thu	Fri-Sun (<i>& holidays</i>)	Mon-Thu	Fri-Sun (<i>& holidays</i>)
Open - June 9	\$38	\$45	\$30	\$37	\$1.00 p/hole + \$5 cart fee	
June 10 - June 30	\$49	\$52	\$40	\$44		
July 1 - Sept 5	\$52	\$56	\$47	\$51		
Sept 6 - Closing	\$45	\$49	\$37	\$40		
<i>all rates include shared cart open-4</i>						

***Guest rates are \$10 more than Resident Rate from Open to 12 noon
\$5 more than Resident Rate 12 noon to 4 pm***

Key Rates – Daily Fee 18 Holes

NON-RESIDENT

	Time of Day					
	Open - 12 (<i>Prime Time</i>)		12-5 (<i>Mid-Day</i>)		After 5 (<i>Twilight</i>)	
	Mon-Thu	Fri-Sun (<i>& holidays</i>)	Mon-Thu	Fri-Sun (<i>& holidays</i>)	Mon-Thu	Fri-Sun (<i>& holidays</i>)
Open - June 9	\$40	\$50	\$35	\$45	\$2.00 p/hole + \$5 cart fee	
June 10 - June 30	\$55	\$60	\$50	\$55		
July 1 - Sept 5	\$60	\$65	\$60	\$65		
Sept 6 - Closing	\$50	\$55	\$45	\$50		
<i>all rates from Open-5 include shared cart</i>						

Key Rates – Daily Fee 9 Holes

RESIDENT

	Time of Day					
	Open - 12 (Prime Time)		12-4 (Mid-Day)		After 4 (Twilight)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 9	\$18	\$21	\$14	\$18	\$1.00 p/hole + \$5 cart fee	
June 10 - June 30	\$20	\$22	\$18	\$20		
July 1 - Sept 5	\$25	\$28	\$21	\$25		
Sept 6 - Closing	\$20	\$22	\$16	\$20		
<i>all rates from Open-4 include shared cart</i>						

Resident rates are 30% or more discount off of Non-Resident rate

Key Rates – Daily Fee 9 Holes

GUEST

	Time of Day					
	Open - 12 (<i>Prime Time</i>)		12-4 (<i>Mid-Day</i>)		After 4 (<i>Twilight</i>)	
	Mon-Thu	Fri-Sun (<i>& holidays</i>)	Mon-Thu	Fri-Sun (<i>& holidays</i>)	Mon-Thu	Fri-Sun (<i>& holidays</i>)
Open - June 9	\$23	\$26	\$19	\$23	\$1.00 p/hole + \$5 cart fee	
June 10 - June 30	\$25	\$27	\$21	\$25		
July 1 - Sept 5	\$30	\$33	\$26	\$30		
Sept 6 - Closing	\$25	\$27	\$21	\$25		
<i>all rates include shared cart open-4</i>						

9 Hole Guest rates are \$5 more than Resident Rate from Opening to 4pm

Key Rates – Daily Fee 9 Holes

NON-RESIDENT

	Time of Day					
	Open - 12 (Prime Time)		12-5 (Mid-Day)		After 5 (Twilight)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
Open - June 9	\$25	\$30	\$20	\$25	\$2.00 p/hole + \$5 cart fee	
June 10 - June 30	\$28	\$32	\$23	\$28		
July 1 - Sept 5	\$35	\$40	\$30	\$35		
Sept 6 - Closing	\$28	\$32	\$23	\$28		
<i>all rates from Open-5 include shared cart</i>						

Key Rates – Play Passes

RESIDENT

<u>Pass Type</u>	<u>Cost</u>
10 Play Pass - 18 Holes	\$350
All You Can Play Pass (Mountain Course ONLY)	
Individual --	\$600 (a)
Couple --	\$900 (a)(b)
All You Can Play Pass (Includes Both Golf Courses)	
Individual --	\$2,300 (a)
Couple --	\$3,750 (a)(b)
Junior Pass (Mountain Course ONLY)	\$99 (c)
<i>(Walking Only, up to age 17, stand by & Pass Holder only)</i>	
<i>(a) includes free bag storage</i>	
<i>(b) Couple is two married people or domestic partners living together in the same household as a family unit</i>	
<i>(c) does NOT include golf cart</i>	





Key Rates – Play Passes

NON-RESIDENT

<u>Pass Type</u>	<u>Cost</u>
All You Can Play Pass (<i>Mountain Course ONLY</i>)	
Individual --	\$800 (a)
Couple --	\$1,200 (a)(b)
Family --	\$1,600 (a)(b)(c)
<i>Valid anytime at the Mountain Course</i>	

(a) includes free bag storage

(b) Couple is two married people or domestic partners living together in the same household as a family unit

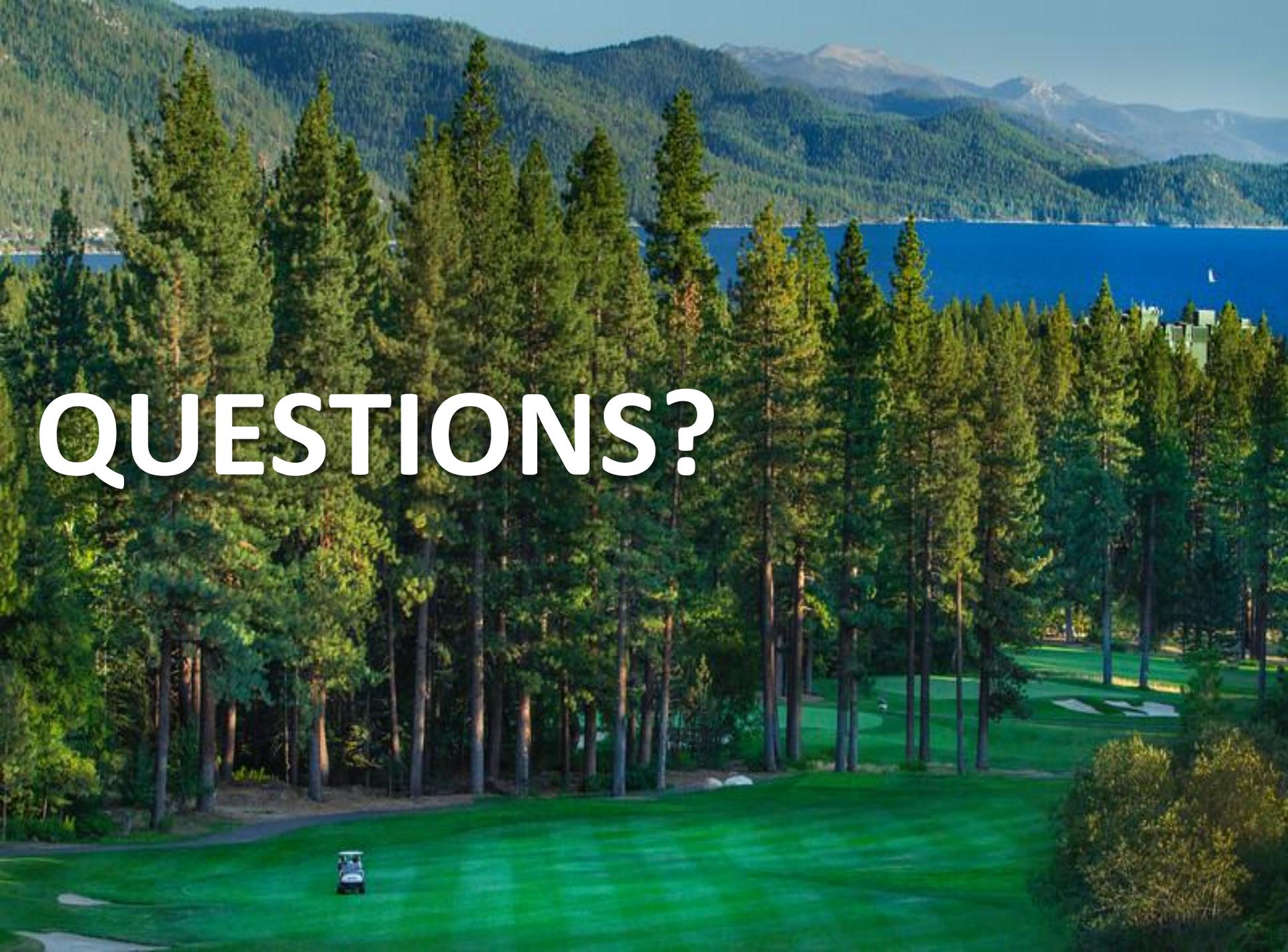
(c) Family is individual or couple and dependent children 17 years of age or younger and living at home, limit to 3 children.

<u>Tahoe Players Plan</u>	<u>Cost</u>
Annual Fee	\$699
Daily Fee Rate	
Championship Course	\$60
Mountain Course	\$20
<i>Daily Fee Rate is for 18 holes of golf; all prices include a shared golf cart</i>	
<u>Player Plan Rates are Valid</u>	
Opening Day - June 9th	
Mountain Course - Unlimited Golf	
Champ Course - Unlimited Golf	
June 10th - September 5th	
Mountain Course - Unlimited Golf	
Champ Course - Unlimited Golf after 12:00 p.m.	
September 5th - Closing Day	
Mountain Course - Unlimited Golf	
Champ Course - Unlimited Golf	



Importance of Setting Golf Fees Early

- Off-Season Sales
 - Informs customers of our offerings to keep us competitive
 - Build & provide package pricing to lodging partners
 - Tournament Packaging
 - Stay/Play Specials
 - Pre-Paid packages with yield management (*GolfEMS*)
 - Start selling 2016 Play Passes **NOW**
 - Good option for gift giving over the Holidays
- Internal Success
 - Better realization of budget proposals come March/April
 - Brainstorm and implement marketing initiatives
 - New software system install over 15/16 off season



QUESTIONS?

MEMORANDUM

TO: Board of Trustees

FROM: Steven J. Pinkerton
District General Manager

SUBJECT: Appointment of Representative to the Nevada League of Cities

DATE: November 12, 2015

I. RECOMMENDATIONS

That the Board of Trustees makes a motion to appoint a representative to the Nevada League of Cities.

II. BACKGROUND

The District has had representation to the Nevada League of Cities for the past twelve years. Currently, there is no representation. Trustee Matthew Dent has expressed interest in being the District's representation so Chairwoman Wong has asked that this matter be included on the agenda.

MEMORANDUM

TO: Board of Trustees

FROM: Steve Pinkerton
General Manager

SUBJECT: General Manager Goals for Fiscal Year 2015-2016

DATE: November 10, 2015

I. RECOMMENDATION

That the Board of Trustees makes a motion to accept the General Manager's report of proposed goals for Fiscal Year 2015-2016; summarized under IV. Conclusion of this memorandum.

II. BACKGROUND

My employment contract, as amended by the Board of Trustees on December 10, 2014, includes the following provision:

IVGID will publicly evaluate the EMPLOYEE at least annually, during the 1st meeting of the Board of Trustees in August every year. EMPLOYEE will provide the Board of Trustees with a report of proposed goals during the first Board of Trustees meeting in October every year.

Given that there was no regular Board of Trustees meeting held in October, this meeting is the first opportunity for me to present my proposed goals for the current evaluation cycle.

III. COMMENTS

On September 23, 2015, the Board of Trustees adopted the District's 2015-2017 Strategic Plan (attached). As the General Manager, my primary goal for the upcoming year is to ensure that the Strategic Plan is implemented in an effective and timely manner.

The Strategic Plan included the following sections:

- Introduction
- Strategic Planning Process
- Statements

Long Range Principles
Implementation
Reassessment

The final three sections provide the template for my 2015-2016 goals.

The District's six Long Range Principles each include specific objectives for the next two years and budgeted initiatives for the current year.

The implementation section of the Strategic Plan outlines the means for tracking the progress of each element of the Plan. It specifically notes that: *"The District's General Manager will have the responsibility of being the Strategic Plan Manager to ensure successful implementation."*

As the Strategic Plan Manager, my goal will be to ensure that I take the appropriate actions to be consistent with the implementation plan outlined in the Strategic Plan including:

- Performing an annual review and documentation of progress on initiatives.

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

- Conducting staff meetings to review the Plan's progress and results.

- Providing periodic reports to the Board of Trustees on the Plan's progress and results.

- Ensuring that the performance appraisal process should reflect the execution of the Strategic Plan.

- Tracking measurements related to the Plan on a quarterly basis, where feasible. Provide an annual narrative about the results. Adjust measures as necessary.

- Creating baseline results after first year and provide targets for future years.

- Re-tooling Plan process as necessary to ensure that it remains consistent with District's priorities. Ensure changes are reflected in annual budget process.

- Ensuring that regular staff meetings include a discussion of the Strategy.

In addition, it will be my responsibility to monitor external factors such as the economy and community issues and reassess elements of the Strategy accordingly, as necessary.

I would also recommend that the annual review of the Strategic Plan be done in conjunction with the Evaluation Process for the General Manager--as the General Manager's review would logically include all of the annual updates noted above.

While I have overall responsibility for the implementation of the Strategic Plan, the Senior Team will be responsible for the execution of the Plan components. Upon the Board's acceptance of this report, I will be delegating the appropriate responsibilities to the appropriate member(s) of the Senior Team. The General Manager will evaluate the Senior Team member(s) on their success in executing the goals and objectives of the Plan.

Besides serving as the conduit to the Board of Trustees regarding the progress of plan as noted in the Implementation Section above, I anticipate focusing my energies in the following areas:

Communications and Public Relations

Performance Metrics

Information Technology Management

Master Plan Implementation

Culture Training

Solid Waste Franchise

Marketing

IV. CONCLUSION

In summary, my proposed goals for FY2015-2016 include:

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.

V. ATTACHMENTS

IVGID Strategic Plan 2015-2017
General Manager Evaluation, August 2015



Strategic Plan

2015 - 2017



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Board of Trustees



Kendra Wong
CHAIRWOMAN



Jim Hammerel
VICE CHAIRMAN



Bill Devine
TREASURER



Tim Callicrate
SECRETARY

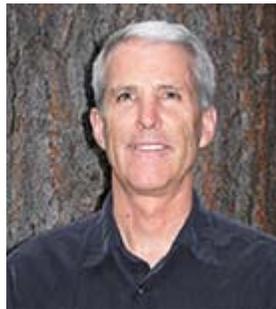


Matthew Dent
TRUSTEE

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 Winqest
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.

The benefits of strategic planning include:

- 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

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Incline Village, Nevada 89451

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Questions: info@ivgid.org



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Devine voted in favor of the motion and Trustees Callicrate and Smith voted opposed to the motion; the motion passed.

Chairman Smith called for a break at 7:34 p.m.; the Board reconvened at 7:41 p.m.

F.6. Incline Village General Improvement District's General Manager Steven J. Pinkerton Annual Performance Evaluation per Nevada Revised Statutes (NRS) 241.031

Trustee Callicrate said in light of a comment that was made earlier, he would move to table this agenda item so that he can go through his evaluation as there are things that he would like to change and that he would like to talk with his colleagues and with the General Manager and that he is asking the Board to give him that opportunity to have that dialogue as he was a little too rash in his evaluation and thus he would like to make the following motion:

Table this matter to a special meeting or the next Board meeting.
Chairman Smith seconded the motion.

Trustee Wong said that she takes offense to this motion as she worked really hard to work within the set confines and that she sat down with the General Manager and went over her evaluation and that each Trustee had ample time to complete the individual parts and that now is the time to give the General Manager his performance review.

Trustee Devine said that he is a little caught off guard by this motion and that he understands where Trustee Wong is coming from. We should not be talking about changing as that would be wrong to do at this juncture. He is open to tabling if we can come in with a goal because it feels like this could end up being a he said/she said with potential for arguments and that he does appreciate Trustee Callicrate bringing that forward.

Trustee Hammerel said that the objective of this item is to come up with an overall evaluation of our General Manager and we have three options. If Trustee Callicrate believes that the changes, reconsideration, modifications, second thoughts, etc. will materially change one of those three ratings then that is one thing. He tends to agree with Trustee Wong in that we had adequate time to do this, to interview Staff, talk to the General Manager, and that in the spirit of effective governance, this is just

kicking the can down the road. It is here in front of us and all of us are prepared so he is in favoring of moving forward today therefore he will vote against the motion as he wants to move forward and get it over with.

Hearing no further Board comments, Chairman Smith called the question – Trustee Smith and Callicrate voted in favor of the motion and Trustees Devine, Wong and Hammerel voted opposed of the motion; the motion failed.

Director of Human Resources Dee Carey gave an overview of the submitted materials and then turned it over to the Board.

Chairman Smith asked for discussion on the overall rating of the General Manager.

Trustee Hammerel said that everyone has their own concerns and everything is on paper. Some Trustees looked at different criteria and that moving forward he campaigned on this so he regrets not changing it. Next year's review should be quantitative and use a more established scoring system to eliminate reviewing character traits which aren't a part of this evaluation. The General Manager was hired to perform a function and a certain service which was to be scored, rated and evaluated.

Trustee Hammerel made a motion that the Incline Village General Improvement District's General Manager Steven J. Pinkerton has had his performance evaluation presented in public on August 26, 2015. 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 meets requirements. Trustee Wong seconded the motion.

Chairman Smith opened the matter for public comment.

Ron Berry and Kaye Shackford passed on their opportunity to comment.

Chuck Otto said that he was not going to express his opinion about the evaluation itself but that he is going to ask three questions as he has read the evaluations and looked at all the boxes that were checked as well as read all the comments and then did the exact same thing again this morning. His questions are did any of you consult with any of the other Trustees before you did your evaluation or written comments – Mr. Otto

said he sees three heads nodding; did any of you consult with any member of the public and use any of their input in writing your evaluation – Mr. Otto said he sees four heads shaking; and did any of you use a ghost writer in writing your comments. Mr. Otto said that he would like it to be on the record at some point and at some point to get the answers to each question from the five Board members; you owe the public the answers.

Bea Epstein thanked the three Board members who catch the heat and who did their evaluations without bias; Ms. Epstein then read from a prepared statement which is attached hereto.

Joe Shackford, Jack Schroeder, and Don Epstein all passed on their opportunity to comment.

Aaron Katz thanked the Board for the opportunity to speak and in assigning a rating it is his numerical calculation that it would be 1.6 and that if he were the owner of a business and he had a CEO or General Manager that operated his business and he was scored a 1.6 that to him would be unacceptable. Mr. Katz then reminded all of the Board members that before our General Manager came here and accepted the job, he was the number one person that he supported and that it was he and his wife who were the ones that got him appointed. Now he realizes that it was a terrible mistake and some on the Board agree and others on the Board think the General Manager is great. The General Manager made an extra effort to outreach to community members and even stated that he met with a thousand members of the community, well, two members who he hasn't reached out to are he and his wife which is a personal slap in the face. The General Manager made a statement earlier today about the budgeting and how he has taken into effect the revenue of Diamond Peak and scaled down next year which is a misstatement of fact and he urged the Board to go back and look at the numbers because for 2013/14 it was \$6.4 million and \$5.2 million was realized; 2014/15 budgeted about the same and lost about \$1 million dollars. So has he learned from his mistakes? Let's look at 2015/16 and it is the same \$6.4 million dollars so he hasn't learned and we will again have a bad year next year so he doesn't learn from his mistakes. Remember, this is your CEO.

Margaret Martini said that she recalls that when the General Manager came here and was evaluated that his platform was fiscal responsibility and open and transparent which are the same things that people have been wanting since 1997. Well, we are still in 1997 about financial

responsibility and nothing has changed with transparency. Finally we have someone with government experience but he came with government mentality and the attitude of spend, spend, spend because we have unlimited resources because all we have to do is vote in more funds. We have not made good on our promises of sunsetting instead we have gotten into repurposing and smoothing and she doesn't think that the General Manager realizes that we have very intelligent people who are looking at the financials and that once they get in to it, there is a big enlightenment. We still have a big lack of transparency and a little bit of dishonesty. We don't want the fees to go up and down and up and down but the Board has to vote to spend the money. Smoothing and repurposing doesn't allow the citizens to know what is being spent because the Board is not given the opportunity to vote on each expenditure and we didn't have that before this General Manager came here.

Frank Wright said that Mr. Epstein was very clear to point out the powers of Washoe County and the powers that they don't have. The Washoe County legal counsel said that IVGID doesn't have the authority to enter into the magazine business because the NRS doesn't allow it and that IVGID has to go to Washoe County to ask for approval. Washoe County also made the statement that to own the buses aren't part of NRS 318. If the General Manager had checked with legal counsel, Board, public or had a conversation, he would have come to the conclusion that without gaining Board approval, it wouldn't be legal. If he had been doing his job he would have made sure that those things took place. Chairman Smith, in his evaluation, pointed out that there was a one hour committee meeting with Augustineldeas and that the General Manager left twenty minutes early because he double booked himself. They drove for hours, had a prepared agenda, and the General Manager left without addressing the key items. Consultant groups spend lots of money and to double book is irresponsible especially when we are paying for it and he finds that unacceptable. The retired bonds and all the problems that have come with repurposing and smoothing, and sit and allow Staff to do that without thinking about the repercussions is irresponsible. He did meet with the General Manager before he became General Manager and he has made it worse, said things that he doesn't believe, put things in the newspaper that aren't true and all of this just makes him want to throw up.

Hearing no further public comment, Chairman Smith brought the matter back to the Board.

Trustee Wong said that one of the things her husband tells her is that she say things bluntly; she wants the General Manager to stand up for his Staff and for himself and that she wants the General Manager to have the power to do that for the people who are bullying this District.

Trustee Devine said he has grown through this exercise and that the General Manager just got a little direction from Trustee Wong and that he would like to ask the General Manager, if he is comfortable with answering as this is the first performance evaluation he has gone through, if he feels he got enough out of this evaluation process. General Manager Pinkerton said that when performance evaluations are done properly, they are a powerful tool and that they are about learning about areas of opportunity and where to become more effective and efficient. He has gotten a certain amount of that but he is disappointed on the personal level. In October, he will come back with his goals and it certainly isn't his goal to get into a he said/she said rather it is to have the employees succeed and to work with the Board. His goal in October is to improve on the process because he doesn't think anyone was satisfied. He looks forward to working with the Board to get better goals for the future and make them clear, tangible goals. He hopes to focus on performance objectives and not get caught up in the extraneous things that we can get caught up in.

Trustee Callicrate said that he has looked back through what he wrote down and meeting requirements would be a better rating. He recognizes that this is after the fact and he admits that he hasn't outreached to the General Manager as they have had a rocky relationship since April and he takes responsibility for that. He has mentioned to the General Manager that he would like to start back and have that dialogue and work in a more constructive manner with the General Manager and that he wants to do a better job as he hasn't done as good a job as he could have as a Trustee. Move forward is what we want and we, as a Board, have had an interesting relationship and he wants to put aside those differences and be productive. While he can't take back the comments he made, which he felt were appropriate, he does want to move forward from today.

Chairman Smith said as Trustee Hammerel brought up the timing is difficult and financial performance is part of this so he would suggest this be done closer to after the audited financials come out. He is really concerned about our Staff and he would like a 360 review done as feedback from our Staff would be beneficial.

Trustee Wong said that she feels that is unfair to put that on the General Manager and that there is no ideal time to do a performance evaluation and especially have it related to the financials. Our General Manager started in April of 2014 and the budget was already going down the tracks and 2014/2015 wasn't even his so that measurement may or may not be valid because it was already in process when he joined the District. The 360 evaluation is fine but she would like to talk about it, as a Board, because it is a reflection on the Board and it is not fair to the General Manager and while making a decision about it is fine but to bring it up now is a little late.

Hearing no further Board comments, Chairman Smith called the questions – Trustees Devine, Wong and Hammerel voted in favor of the motion and Trustees Callicrate and Smith voted opposed to the motion; the motion passed.

F.7. Incline Village General Improvement District Board of Trustees Policy 3.1.0, Conduct of Meetings of the Board of Trustees, Specific Section – 0.6 Rules of Proceedings, c. Method of Action (Requesting Staff: District General Counsel Devon Reese)

District General Counsel Devon Reese gave an overview of the submitted material.

Trustee Wong said that she does have a question and that is when you, as our legal counsel, give advice and others don't follow it, how do we go about it without violating the Open Meeting Law. District General Counsel Reese said that you are elected to your position so he can't beat you up, etc. and that we have all had excellent communications. Certainly there are things that could be so extreme that there could be an ethics complaint and remember that the Board may disagree with the advice he gives. He does observe a high level of collegiate behavior but if the advice is not followed then there is no recourse however the Board can have a discussion amongst each other but that there are five elected officials who may all have five different opinions and that he is not a tie breaker but rather is here to provide advice and counsel to the District. Trustee Devine thanked District General Counsel Reese for going over this and stated that he had one thing to ask about and that is disclosure of even having a meeting as it may be inadvertent. District General Counsel Reese said that there is case law about inadvertent disclosure and that he could imagine



NOTICE OF MEETING

The regular meeting of the Incline Village General Improvement District will be held starting at **5:30 p.m.** on Wednesday, August 26, 2015 in the Chateau, 955 Fairway Boulevard, Incline Village, Nevada.

A Meet and Greet reception will be held prior to the Board meeting at 5:00 p.m. – all members of the public are invited to attend.

- A. PLEDGE OF ALLEGIANCE*
- B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*
- C. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration.

Public Comment Advisory Statement – *Public comment, as required by the Nevada Open Meeting Law, is an opportunity for people to publicly speak to the assembled Board of Trustees. Generally, it can be on any topic, whether or not it is included on the meeting agenda. In other cases, it may be limited to the topic at hand before the Board of Trustees. Public comment cannot be limited by point of view. That is, the public has the right to make negative comments as well as positive ones. However, public comment can be limited in duration and place of presentation. While content generally cannot be a limitation, all parties are asked to be polite and respectful in their comments and refrain from personal attacks. Willful disruption of the meeting is not allowed. Equally important is the understanding that this is the time for the public to express their respective views, and is not necessarily a question and answer period. This generally is not a time where the Board of Trustees responds or directs Staff to respond. If the Chair feels there is a question that needs to be responded to, the Chair may direct the General Manager to coordinate any such response at a subsequent time. Finally, please remember that just because something is stated in public comment that does not make the statement accurate, valid, or even appropriate. The law mitigates toward allowing comments, thus even nonsensical and outrageous statements can be made. Counsel has advised the Staff and the Board of Trustees not to respond to even the most ridiculous statements. Their non-response should not be seen as acquiescence or agreement just professional behavior on their part. IVGID appreciates the public taking the time to make public comment and will do its best to keep the lines of communication open.*

- D. APPROVAL OF AGENDA (for possible action)

Incline Village General Improvement District

Incline Village General Improvement District is a fiscally responsible community partner which provides superior utility services and community oriented recreation programs and facilities with passion for the quality of life and our environment while investing in the

Tahoe basin.

893 Southwood Boulevard, Incline Village, Nevada 89451 • (775) 832-1100 • FAX (775) 832-1122

www.ivgid.org

NOTICE OF MEETING

Agenda for the Board Meeting of August 26, 2015 - Page 2

- E. CONSENT CALENDAR *(for possible action)*
- F. GENERAL BUSINESS *(for possible action)*
 - 1. Comprehensive financial performance for 2014-2015 actual against budget for operations, capital projects and debt service and the actual allocation of the recreational standby fee to each component, change in cash reserves or net position by Fund presented by District General Manager Steve Pinkerton (Requesting Trustee: Chairman Jim Smith)
 - 2. Make a sole source finding for Transaction Resources Inc. (TRI) as the only available vendor for merchant services processing with RTP ONE and authorize Staff to enter into contract with Transaction Resources, Inc. for merchant processing, as substitute for current provider Wells Fargo N.A., estimated at current processing levels in the amount of \$90,000 (Requesting Staff Members: Diamond Peak Ski Resort General Manager Brad Wilson and Director of Finance, Accounting, Information Technology and Risk Management Gerry Eick)
 - 3. Authorize a purchase order for one Fairway Mower – 2015/2016 CIP: Fund: Community Service; Division: Golf; Project # 3242SV515; one Fairway Aerator – 2015/2016 CIP: Community Service; Division: Golf; Project # 3197AT715; one Greens Roller – 2015/2016 CIP: Fund: Community Service; Division: Golf; Project # 3197SE1601; one Gator Utility Vehicle – 2015/2016 CIP: Community Service; Division: Parks; Project # 4378NL456; Vendor: Belkorp Golf and Turf; Total Purchase Amount: \$126,159.02 (Requesting Staff Member: Engineering Manager Brad Johnson)
 - 4. Authorize a purchase order for one Rough Mower – 2015/2016 CIP: Fund: Community Service; Division: Golf; Project # 3242SV513; two Tee Mowers – 2015/2016 CIP: Fund: Community Service; Division: Golf; Project #'s 3142SV514 and 3142SV516; six Carryall Utility Vehicles – 2015/2016 CIP: Fund: Community Service; Division: Golf; Project #'s 3142NL404, 3142NL405, 3142NL406, 3142NL407, 3142NL408 and 3142NL409; Vendor: Turf Star, Inc.; Total Purchase Amount: \$134,006.04 (Requesting Staff Member: Engineering Manager Brad Johnson)



NOTICE OF MEETING

Agenda for the Board Meeting of August 26, 2015 - Page 3

5. Approval of District's Debt Management Policy as previously approved, by reference, on May 21, 2015, and at the request of the State of Nevada (Requesting Staff Member: Director of Finance, Accounting, Information Technology and Risk Management Gerry Eick)
6. Incline Village General Improvement District's General Manager Steven J. Pinkerton Annual Performance Evaluation per Nevada Revised Statutes (NRS) 241.031
7. Incline Village General Improvement District Board of Trustees Policy 3.1.0, Conduct of Meetings of the Board of Trustees, Specific Section – 0.6 Rules of Proceedings, c. Method of Action (Requesting Staff: District General Counsel Devon Reese)
8. Incline Village General Improvement District Board of Trustees Policy 3.1.0, Conduct Meetings of the Board of Trustees, Specific Section - 0.11 Officers of the Board (Requesting Trustee: Trustee Bill Devine)

G. DISTRICT STAFF UPDATE

1. General Manager Steve Pinkerton
 - a. Information Technology Update
 - b. Beach Shuttle Update
 - c. General Manager's List of Board Requests
2. Senior Head Golf Professional Michael McCloskey
3. Assistant Parks and Recreation Director Indra Winquest

H. APPROVAL OF MINUTES (*for possible action*)

1. Regular Meeting of July 29, 2015
2. Special Meeting of August 5, 2015

I. REPORTS TO THE IVGID BOARD OF TRUSTEES*

1. District General Counsel Devon Reese



NOTICE OF MEETING

Agenda for the Board Meeting of August 26, 2015 - Page 4

- J. BOARD OF TRUSTEES UPDATE (***NO DISCUSSION OR ACTION***) ON ANY MATTER REGARDING THE DISTRICT AND/OR COMMUNITIES OF CRYSTAL BAY AND INCLINE VILLAGE, NEVADA*
 - 1. Chairman Jim Smith – Verbal report about the recent Washoe County Organizational Effectiveness Committee meeting
- K. CORRESPONDENCE RECEIVED BY THE DISTRICT*
- L. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration; see **Public Comment Advisory Statement** above.
- M. REVIEW WITH BOARD OF TRUSTEES, BY THE DISTRICT GENERAL MANAGER, THE LONG RANGE CALENDAR (*for possible action*)
- N. ADJOURNMENT (*for possible action*)

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before Friday, August 21, 2015 at 9:00 a.m., a copy of this agenda (IVGID Board of Trustees Session of August 26, 2015) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were either faxed or e-mailed to those people who have requested; and a copy was posted at the following six locations within Incline Village/Crystal Bay in accordance with NRS 241.020:

1. IVGID Anne Vorderbruggen Building (Administrative Offices)
2. Incline Village Post Office
3. Crystal Bay Post Office
4. Raley's Shopping Center
5. Incline Village Branch of Washoe County Library
6. IVGID's Recreation Center

/s/ Susan A. Herron, CMC

Susan A. Herron, CMC

Clerk to the Board of Trustees (e-mail: sah@ivgid.org/phone # 775-832-1207)

Board of Trustees: Jim Smith, Chairman, Tim Callicrate, Kendra Wong, Jim Hammerel, and Bill Devine

Notes: Items on the agenda may be taken out of order; combined with other items; removed from the agenda; moved to the agenda of another meeting; moved to or from the Consent Calendar section; or may be voted on in a block. Items with a specific time designation will not be heard prior to the stated time, but may be heard later. Those items followed by an asterisk (*) are items on the agenda upon which the Board of Trustees will take no action. Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to call IVGID at 832-1100 at least 24 hours prior to the meeting. Copies of the packets containing background information on agenda items are available for public inspection at the Incline Village Library.

IVGID'S agenda packets are now available at IVGID's web site, www.yourtahoeplace.com; go to "Board Meetings and Agendas". A hard copy of the complete agenda packet is also available at IVGID's Administrative Offices located at 893 Southwood Boulevard, Incline Village, Nevada, 89451.

MEMORANDUM

TO: Board of Trustees

FROM: Dee Carey
Director of Human Resources

SUBJECT: Incline Village General Improvement District's General Manager
Steven J. Pinkerton Annual Performance Evaluation

DATE: August 12, 2015

Staff received five out 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 Smith	Trustee Hammerel	Trustee Wong	Trustee Devine	Trustee Callicrate
Policy Facilitation and Board Relationship	NI	MR	MR	MR	NI
Leadership Effectiveness	NI	MR	NI & MR	MR	NI
Planning, Initiative, Risk-Taking	NI	MR	MR	MR	NI
Functional and Operational Management	NI	MR	MR	MR	NI & MR
Representation, Advocacy & Citizen Participation	NI	ER	MR	ER	NI
Integrity, Communications & Personal Development	NI	MR	NI & MR	MR	NI
Human Relations Skills	NI	MR	NI & MR	MR	NI
Overall Evaluation	NI	MR	MR	MR	NI

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

Below is the summary evaluation for each competency from the self evaluation submitted by General Manager Pinkerton:

Competency	General Manager Pinkerton
Policy Facilitation and Board Relationship	MR
Leadership Effectiveness	MR
Planning, Initiative, Risk-Taking	MR
Functional and Operational Management	MR
Representation, Advocacy & Citizen Participation	MR
Integrity, Communications & Personal Development	MR
Human Relations Skills	MR
Overall Evaluation	MR

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 that was approved in November 2014.

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.

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 Chairman Smith. 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 26, 2015. 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 **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)

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: July 24, 2015**

SMITH

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.	NI
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.	NI

Comments: All of my complied comments relative to the evaluation are provided in a separate document.

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.	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.	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: All of my complied comments relative to the evaluation are provided in a separate document.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: July 24, 2015**

SMITH

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.	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: All of my complied comments relative to the evaluation are provided in a separate document.

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

Comments: All of my complied comments relative to the evaluation are provided in a separate document.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: July 24, 2015**

SMITH

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
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.	NI

Comments: All of my complied comments relative to the evaluation are provided in a separate document.

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.	NI
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.	NI
Personal development – Demonstrates a commitment to continuous learning, improvement, education, and self-development.	MR

Comments: All of my complied comments relative to the evaluation are provided in a separate document.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: July 24, 2015**

SMITH

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.	NI
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: All of my complied comments relative to the evaluation are provided in a separate document.

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	NI

Overall Evaluation:

Exceeds Requirements Meets Requirements Needs Improvement

Board Chair

Board Vice Chair

Board Secretary

Board Treasurer

Board Trustee

General Manager

Date

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 28, 2014 to Present**

SMITH

COMMENTS:

I met with General Manager Pinkerton and Human Resource Director Dee Carey on the morning of July 20, 2015. The purpose was to review the Evaluation Form and give the General Manager the opportunity to communicate his thoughts and accomplishments. I didn't rate or evaluate his performance at this meeting.

Financial Reporting:

- IVGID's first run of unaudited fiscal year end financials for 2014/2015 were made available to the Board of Trustees on July 16, 2015 - just 5 business days before this evaluation deadline. This really does not allow enough time to evaluate the data and there was no report provided on Capital Projects Activity or Debt Services for the fiscal year end.
- To date, based on the Operating Income Statement IVGID is reporting approximately \$125,000 under budget. According to our Finance Director there are about \$75,000 in additional expenses that have not been reflected in the year end budget and General Manger Pinkerton informed me on July 20, 2015 that he "expects many corrections" in addition to the \$75,000.
- At the end of the 2013/2014 fiscal year there were Capital Improvement Projects carryover of \$6,595,823 for Utilities, \$773,343 for Community Services, and \$240,343 for Beaches and the new Budget for 2014-2015 was \$8,088,628 for new Capital Projects. At the end of of the fiscal year for 2014/2015 there were \$1,114,000 carried over into the 2015/2016 fiscal year. This is perplexing without a 2014/2015 Capital Projects report to understand what happened in between. On July 16, 2015 I sent an email requesting to the General a Capital Improvement Projects Report and was informed by our Finance Director and his response was, "The year end CIP report will not be done until the very end of July. We do expect several more bills for projects in progress at June 30. I will be distributing it as soon as possible." As of August 18, 2015 - 49 days after the fiscal year ended this report has not been produced.
- It appears that Community Service Operations was subsidized beyond the 2014/2015 Budget of \$199 Per Parcel or \$1,628,019. Based on my calculations derived from the Operating Income Statement, \$306 Per Parcel or \$2,502,864 was actually required in the Recreation Facility Fee to subsidize Community Service Operations. Despite three emails with clear communication to the General Manager and following up in between in a meeting for what appears to be an \$874,845 shortfall he has yet to provide and explanation or documentation. My concern is where did the public money come from to balance the Budget?

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Recommendations:

- Current financial data is incomplete and unsubstantiated. Based on my statements aforementioned in Financial Reporting, did IVGID's Pre-Audit Financial Statements report under Budget but used Cash Reserves and/or monies approved for Capital Improvement Projects to balance the Budget? I recommend that the General Manager's Performance Evaluation be delayed and/or updated once all audited reporting is in. If IVGID didn't make Budget or improperly used and/or didn't communicate to the Board the necessity to utilize Cash Reserves or delay Capital Improvement Projects, the General Manager's performance evaluation must reflect his actions. I also recommend that future annual General Manager Evaluations not be undertaken until audited financials have been completed for each fiscal year.
- The Coralbridge Strategic Plan recommended a 360-degree evaluation be performed on the General Manager. This should be a top priority and completed within the next three months as it will assist with overall performance goals and objectives of the District and provide the Board of Trustees with valuable information on the General Manager's performance. It is imperative that the Board's opinions are not just based on our interactions but to also include Staff's opinion of the General Manager. Washoe County's General Manager receives a 360-degree evaluation and this process has reached the common management practice in organizations that expect high levels of performance and leadership.

Positive Performance:

The following are behaviors and/or actions of General Manager Pinkerton that parcel owners, residents, Staff, vendors, business partners, and civil service leaders have shared that I have researched and confirmed:

- General Manager Pinkerton strives at longer range planning and attempts to initiate and multi-task future projects that provide a wide magnitude of challenges.
- He is comfortable delegating authority to Senior Management.
- He is supportive of partnerships with Flash Vote and OpenGov.com to improve District governance and community participation.
- Created a Long Range Calendar for Board of Trustee Meetings.
- He established new Core Values for the District through consultant (attachment).

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- He communicates a positive outlook.
- He is approachable and makes himself available to meet.
- He was at his best recommending a Steering Committee of community members evaluating a Diamond Peak Master Plan.

Job Performance Concerns:

The following are behaviors and/or actions of General Manager Pinkerton that parcel owners, residents, Staff, vendors, business partners, and civil service leaders have shared as concerns that I have researched and confirmed:

- He has recently purchased a home over two hours away in Folsom, California. He informed me that his children will be attending schools there and his family will be residing in Folsom full time and he will see his family on weekends. He didn't inform Trustees until several weeks after he discussed this with his Staff collectively in a meeting. In negotiating his total employment compensation package, he presented a "Cost of Living Comparison" document relative to what it costs to purchase a home and live in our District (as required by the job description and his employment agreement). The comparison he provided on February 1, 2014 represented that the Incline Village "Cost of Living Comparison" is 169 and 133 for Davis, California which he represented as a 27% cost of living increase to relocate. He represented that he would need this total compensation of \$223,879 for he and his family to be able to afford to purchase a home attend private school in our community, etc. He also asked for and was granted \$10,000 in moving expenses. I feel he reneged on his promise to become vested in our community and have to live with the decisions he makes. IVGID does most of it's business on weekends and holidays. It's imperative that our General Manager be available to manage the business of the district during peak demands. This could have the perception that he is not committed to our community and to the position as General Manager of IVGID.
- He demonstrated poor cost controls in personnel and expenses. Total Community Services operating expenses for recreational facilities increased \$290,393 or 2.6% compared to last year despite revenues being behind last year by \$157,523. Personnel Costs increased \$233,281 or 1.8% higher than the previous year. Community Services operational losses and the need for additional subsidy for recreational facilities have grown under his leadership as he was here for the entire fiscal year ending June 30, 2015. This is not sustainable or acceptable.

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- He proposed a 34% increase in the allocation of the Recreation Fee over last year to subsidize the Community Services recreational facilities for the 2015/2016 Operations EBITDA Budget. This represents a 107% increase in Recreation Fee Budget allocation shortfall over the last 5 years. This is not sustainable or acceptable.
- Upon arrival, he had a desire to meet with community members. The unanimous feedback I received from parcel owners, residents, business partners, vendors and civil service leaders is that he dominated the conversation with highlights of his past accomplishments and failed to ask questions. Many felt he was interviewing for the job rather than addressing their interests and concerns. He did not, in their view, listen to learn. He did not thank them for their time nor did he follow-up with responses to their questions, comments or concerns.
- His actions demonstrate a lack of interest in gaining front-line knowledge of all the District's operations and venues and has not pursued opportunities to interact with Staff and customers in typical work day environments. He championed and promised to take a turn at working in all front line positions within his first six months. To date, he has not taken this opportunity in any positions and failed to follow through on this task.
- He has an inability to set actionable and measurable goals and complete performance evaluations and salary reviews of Senior Management Staff. I was informed recently that the management employees that report to him have not had a written performance evaluation in over two years and no written evaluation from our General Manager since he arrived fourteen months ago. In addition, salary compensation for all these positions relative to performance has not been addressed in coordination with this process. I was informed by the General Manager this week that the plan is not to provide evaluations until strategic planning is adopted by the Board of Trustees. This is not an acceptable reasoning and there's no assurance if or when a Strategic Plan will be adopted.
- He has problems with directing Staff toward specific actions, then not "having their back" or supporting and shouldering responsibility for the decision when the result is challenged or not well received or unsuccessful. I'm hearing that this happens often.
- He fails to provide positive reinforcement and recognition. Most notably, shelving the Employee of the Month Board recognition program and not providing a replacement or an explanation; not participating in other employee recognition programs; not acknowledging the contributions of committee and user groups for their volunteer service such as Diamond Peak safety user group meeting, Steering Committee, DVAT's, among others. An important attribute in any successful organization is a leader that provides positive reinforcement and

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acknowledges all contributions of Staff, volunteers, contractors, civil services and the Board. This is always done in a timely manner, often as soon as it is noticed, and is communicated in person, with peers, in meetings, and in written and formal communications. If you fail to consistently provide this recognition, the unintended consequence is you lose your best people and the organization stops striving for excellence.

- Failure to assess and improve key performance indicators such as efficiencies and productivity. He attributes this deficiency to the lack of appropriate software tools. This is an unacceptable excuse as the General Manager has over 30 years of experience. He should be able to easily make improvements in these areas with current reports, head counts, unit costs, schedules, simple benchmarking comparisons and on site visits.
- His actions indicate an inappropriate "use it or lose it" mentality when it comes to spending of public dollars instead of striving for excellence, value, and best use of public dollars.
- Questionable and recurrent dependence upon outside consultants. Under his authority he has hired many without Board approval. In some cases, such as Borders Golf and Empire Golf, the scope of work under contract was duplicated and the Board was not informed. To date, these significant expenditures have not met objectives or yielded measurable results.
- Difficulty establishing Staff and District priorities, understanding time management, mastering organizational details and developing cohesive plans to execute and complete important time-sensitive tasks and shepherd projects to fruition. This has become a disturbing pattern requiring immediate remedy. Some examples of these failures include: Ordinance 7 fixes based on community feedback and not taking and/or providing minutes from five meetings; Vermont software implementation; webcasting; preparing and delivering board meetings agendas/packets; annotated board minutes; press releases; Steering Committee agendas/minutes; task list status reports; 4th of July beach access plan in 2014; and safety, service and overall support for Ullr Fest.
- He demonstrates an over-reliance and preference on verbal communication as a substitute for creating written reports, records and memorandums. I have received many complaints from community members, contractors, business partners, and civil service organizations. I have provided email requests for written answers and recap of meetings. He has failed to provide these and in some cases it could be considered insubordinate. Therefore, his communication needs improvement and our public records and reports may be compromised due to lack of written documentation.

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- He fails to take responsibility when he makes mistakes, he doesn't admit them or apologize. He tends to blame others and make excuses. He seeks to insulate himself from responsibility and accountability.
- He defaults to political positioning instead of managing for the best interest of the community.
- He succumbs to analysis paralysis in simple decision making when public demands and interests are straightforward or obvious. Brings Trustees "Into the Weeds" often on small operational details such as the pool temperature and at a strategic planning meeting where he ordered an \$85 per person extravagant lunch service and brought this to then attention of a Trustee to approve only after the order couldn't be changed without a considerable inconvenience to the food service provider.
- He withholds or selectively communicates critical information to the Board and the community. Some critical examples include "repurposing" the Recreation Facility Fees collected to service General Obligation Bonds that retired, as well as overspending the Internal Services budget by \$100,000. The latter required, for the first time in IVGID history(!), a Board Resolution at the 11th hour just before the fiscal year ends. This is creating a culture of community distrust.
- Far too frequently he makes assumptions and dismisses concerns presented by community members instead of investigating and resolving. I particularly notice this at public meetings where he often whispers within an ear shot of those seated near him that what is presented isn't true. In an Ordinance 7 workshop a community member presented a service issue and he immediately dismissed their concern in whispering to me that what they are presenting wasn't true. I knew what they were sharing was valid and told him so. I have consistently found that when opportunities and concerns are presented by community members that require immediate corrective action, he doesn't address and resolve appropriately.
- When he is directed to follow up a concern by a Trustee he often doesn't and needs to be reminded. In some cases, he says it was followed up and it wasn't. If he does follow up he doesn't provide the necessary information they need to know such as when it will be corrected and by whom if he has delegated the task.
- He consistently fails to communicate effectively and be transparent with communication such as poor quality webcasts, last minute dumps of information that preclude enough time for the Board and the community to evaluate, not consistently delivering annotated minutes, etc. On December 2, 2014 there was unanimous Board direction that agendas and packets would be delivered seven

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business days prior to any Board of Trustee meeting. The General Manager met this deadline for two Special Meetings and didn't meet the deadline for any regular Board of Trustee Meetings through April 2015. The average delivery was four business days and 477 pages per packet or 119 pages per day for the Trustees to read, understand and get community input on before decision making on General Business Items. It's imperative to quality governance that all transmission of information be delivered with consideration to accuracy, time and substance to enable the best decision making for the greatest good of the community.

- He consistently fails to be attentive and listen. "Disengagement and/or Disinterest" is a recurrent comment from Staff, community members, vendors and business partners. His style and posture doesn't allow for effective communication. Most of the time he doesn't provide eye contact or give his full attention in one on one meetings, group meetings, Staff meetings, and public meetings. He is ALWAYS on his lap top and is far too often found processing emails and texting from his phone during meetings. He "tunes out" and doesn't stay on agenda or topic. He doesn't participate in meetings and this was very evident during strategic planning meetings as he didn't actively participate in the discussions and was often found processing emails and texting. This leaves an impression that he is not engaged in the fundamental points of discussion with Staff, Board, community members, vendors and business partners.
- He has arrived late and departs early for scheduled meetings. He forgets about or cancels meetings without proper considerations to those who planned to attend. He is inconsiderate and unprofessional to other people's time and energy commitments. I have received several complaints from contractors, vendors, citizens and staff about his actions for scheduled meetings. In a recent one-hour committee meeting that I attended with two principals from Augustine Ideas, a Trustee and two employees, he left twenty minutes early stating, "I double booked myself and needed to leave". The two principals from Augustine Ideas had been preparing for this meeting for many months and drove four- hours round trip to be there and had a prepared agenda that required his input. He left without addressing the key components in the agenda and at the beginning of the meeting he didn't inform the group he had to leave early. In another recent meeting, he arrived 15 minutes late for a scheduled one-hour meeting with a contractor and staff and left 15 minutes early without informing he needed to leave early and not providing necessary input required at the meeting. He was only present for 50% of an important meeting. This type of behavior indicates apathy, is unacceptable and represents a poor reflection on our District
- Our General Manager didn't attend the Summer Operations Conference in Colorado that he planned to attend with two Trustees, Diamond Peak Manager, and SE Group Principals – although approximately over \$150,000 of public

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dollars in the SE Group's consulting study had been invested. The proposed Diamond Peak Master Plan was an \$18.3 million project and a new business for IVGID that he was lobbying for, he should have fulfilled his responsibility to touch, feel, participate and learn from operators, vendors, and patrons using these facilities. This demonstrated a lack of commitment on his part to exercise his due diligence.

- He has demonstrated insufficient responses to and outreach to neighboring agencies, civil services and county managers, etc. When he arrived we met for several hours with our County Commissioner. He agreed at the meeting that it would be beneficial to work together as there are many collaborative projects to work on. He agreed to meeting with the County Commissioner, County Manager and a Trustee on a regular basis. He failed to respond to requests and follow through on this. I have shared many opportunities and requests from these organizations that may help our District Staff and business. Recent examples include invitations to attend two important meetings in June. In one of these meetings, I followed up with him on the importance of one of the meetings via email and in a phone conversation. He didn't attend the meeting and didn't inform anyone that he wouldn't be attending. The attendees were surprised he wasn't there. He has consistently informed me that he wanted to participate and those agencies informed me that he never followed up with them or responded to their communications.
- The assessment and reorganization of his management team is incomplete, coupled with unsatisfactory communication, questionable decision making and integrity. He made false assurances to the Trustees that he would meet with the Trustees in advance before taking action regarding reorganization of management. He failed to do this. Instead, he sent out an email to the Trustees and Senior Management creating a new management position and violated policy. In following up on the facts surrounding two management decisions he made, I found that he wasn't forthright in either case based on information and records provided. His actions resulted in over \$100,000 in unbudgeted and waste of public dollars.
- He has failed to implement successor planning. Earlier, this year the he affirmed in a public meeting that an Assistant General Manager would be identified, assigned, trained and/or mentored. To date there is no successive General Manager training or planning. The District learned a hard lesson from the the former IVGID General Manager of over thirteen years. He had not identified and/or trained anyone to succeed him even though he planned to retire for years. Our General Manager didn't develop or train anyone to assume his former position during his three years in Davis. He told me he had two Deputy City Managers but neither were qualified or desired to be City Manager.

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- He has consistently failed to respond adequately. He provides untimely, inadequate or lack of written or verbal responses to District business including key budgetary and policy questions. As an example, I never received a written response or complete answers to clear budget questions despite three email requests in time for my vote. There are many recent examples that he is getting worse in responding to requests of the community and providing information to me as required by his position.
- On April 9, 2015 in the presence of Counsel, I informed him that it was important for me to clearly identify my concerns and to be able to rely on him for truthful, accurate and timely information to be able to make the best decisions for our community. I provided specific examples that show a pattern of behavior of him not being forthright and responsive to business matters concerning the District. He response to me regarding these concerns was, "You need to get over it!" There is nothing for me to "get over" and his response was unprofessional. I expect a change in behavior and attitude that represents professionalism.
- I don't approve of the method and result of the Community Services Shuttle. I do approve of reducing traffic and improving parking issues. He made the decision under his authority. He didn't communicate the shuttle plan until after the shuttle vendor agreement was executed. This was not placed on an Agenda and was created without a Board Vote. My understanding is the Community Services Shuttle is actually a beach shuttle that takes folks directly to IVGID Beaches. I was informed that the entire cost for this shuttle comes out of what has to be Beach Fund. Therefore, any folks riding it must provide beach access credentials and it should be called "Beach Shuttle". My understanding is that anyone can ride the Community Services Shuttle and there is no proof of beach access required. This may cause an issue with the Beach Fund? This could be an excellent solution to reduce traffic and alleviate parking opportunities, but could have been thought through with better input from the Trustees and the community.
- The IVGID Quarterly Magazine was also executed for a two-year contract without Board Action. He had our Marketing Manager present this after the agreement was executed. The communication was that the Magazine replaces the Recreation Guide. The first issue didn't include the Recreation Guide and a separate Recreation Guide was produced. He told a group in a meeting that I attended that he shared a copy of the Tahoe Donner Magazine to all Trustees before making this decision. At no time did he provide me a Tahoe Donner Magazine and there was not a conversation with me about IVGID producing a similar Magazine. At the end of the day, this may be a good publication for communication however my sense is that is was poorly communicated with questionable integrity.

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- He is not leading by example to follow the adopted IVGID Staff Core Values (attachment) based on his actions and behaviors provided herein. This is a concern as in order to change the culture and have a great organization the leader **MUST** demonstrate and reinforce ALL the “definitions and behaviors” of the IVGID Staff Core Values and he is clearly not.



TEAMWORK

Definition: We will deliver service and value by collaborating with others in a positive work environment to achieve our goals in the best interests of the community.

Behaviors:

1. I will be dependable, respectful, open minded, and actively engaged.
2. I will recognize the importance of each team member to our overall success.
3. I will nurture the well being of my team.
4. I will be open and adaptive to best fit the needs of the team.
5. I will focus on achievement and celebrate successes.

INTEGRITY

Definition: We will act in an honest, fair, consistent manner to do the right thing for the greatest good.

Behaviors:

1. I will be respectful, sincere, trustworthy, and considerate.
2. I will be open-minded and will not make assumptions.
3. I will act with humility.
4. I will demonstrate moral fortitude.

SERVICE

Definition: We will use teamwork to provide reliable services and superior value to our customers.

Behaviors:

1. I am knowledgeable, helpful, a team player and a problem solver.
2. I will act in a fair and consistent manner.
3. I will choose the most appropriate solution for each situation to serve the greatest good.
4. I will be aware of situations around me.
5. I will actively listen and seek to understand.
6. I will be proactive, creative, and open to continuous improvement.

RESPONSIBILITY

Definition: We will be professional in our actions, transparent with communication, and accountable to our decisions.

Behaviors:

1. I will be dedicated to the safety of myself, my team, and the public.
2. I will utilize best practices.
3. I will set actionable and measurable goals.
4. I will make wise use of resources.
5. I will be a good steward of the community's assets.

EXCELLENCE

Definition: We will perform to the best of our ability and seek to make tomorrow better than today.

Behaviors:

1. I will be timely in my actions.
 2. I will be friendly, approachable, and genuine.
 3. I will commit to excel, improve, and take pride in all aspects of my job.
 4. I will have the courage to take intelligent risks without regard for personal reward or consequence.
 5. I will know my work metrics to monitor progress and evaluate results.
-



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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 and others in the community are impressed with the effort you've made to meet with our residents and stakeholders, and listen to their feedback and concerns. You had a personal goal of meeting 1,000 new people when you moved to town and without a doubt you've surpassed that. You've always shown a great deal of professionalism in our encounters and I think you're a great representative for our district. Although I appreciate your accessibility and flexibility when I need to meet and discuss things with you, I'd like to see you ensure that you're making time for your family and your health. I would enjoy discussing with you ways I think you can make your time more efficient in order to spend less time behind your desk.

One request I have is to be more proactive and assertive with the board. As an unseasoned board, leveraging your decades of experience could help us come to conclusions quicker, work more closely, and stay more focused. In every decision, there will be disappointment and satisfaction depending on which side you're on. I think you will ultimately have better relations with each board member if you can acknowledge that you'll never make all five of us happy and be more comfortable with disappointment. It will go a long way to explain your rationale behind decision-making and why it's in the best interest of the district and our stakeholders, then move forward.

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.	ER
Delegation – Assigns responsibility to others effectively. Supports innovative problem-solving by involving others in implementing better methods and procedures.	MR

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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: Overall, I feel like your management style is a breath of fresh air for myself and staff. You've empowered staff to make decisions using their best judgement. Implementing 'gung-ho' culture training to allow staff to acknowledge their wins--big and small--has given them a source of pride and satisfaction in their jobs.

That being said, there are some members of the team who thirst for more direction and leadership. A more hands-on management approach will give team members the guidance they need.

In our highly critical community, staff needs to know you support them more than they do. Acknowledging and praising them publically helps keep morale up.

From my perspective, it's taken awhile for you to acclimate to our community. I sense that you may still be tentative to make or recommend any material changes in policy or procedures. I am looking for you to bring forth your vision, initiatives, opportunities, and best practices. It's time to be bold.

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.	NI
Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	NI

Comments: I was reluctant to rate some of these with a 'Needs Improvement' as I agree with half of the statement, but not its entirety. For instance, I think you've done a great job at strategic planning; for instance the phasing of several initiatives, the DPMP steering committee, reorganizing the organizational chart, etc. The second half of that statement is what I think needs improvement. Now that you've been a part the community for over a year, we're ready to hear your vision of how we can improve. Incorporate what you hear from the Trustees, marry that with your experience in city management, and communicate where you'd like to take us.

I have a similar reaction to the Initiative section. I feel you've done a fine job of accepting action when it's put in front of you, as well as the responsibility for the results of those actions. But I think we have a lot of outstanding issues and initiatives that are stuck in limbo because of inaction. As a district we need more small wins. If we're understaffed or lack resources, come to the board and help us understand. Being on the board for 2 ½ years with little action, I'm hungry to achieve more. Help me with that.

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You've got a good team supporting you it's the risks you take and the resulting outcomes you achieve that will define your legacy here. Let's speed up our cadence of project implementation. It's taking a long time to get relatively small projects (e.g. webcasting) completed.

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

Comments: I'm encouraged that you're moving forward with establishing new metrics and KPIs across our venues. That's a welcome change and a great way to begin standardizing performance measures.

As you know, during the recruiting process I made several comments regarding my reluctance to hire a general manager with a public sector background rather than someone from the private sector. You've proven me wrong and I'm pleased with your business savvy and acumen as they pertain to our community service facilities and profit centers. You've shown me that you keep topics such as marketing and revenue generation at top of mind during your decision-making.

One area I can see that needs improvement is response time with the public. Although emails, phone calls, and text messages responses to me are typically immediate, I've experienced instances where requests and correspondence from residents, parcel owners, and vendors has taken longer than what I would deem acceptable from an organization that prides itself in customer service. I trust that a new task and customer relation management system will help track and expedite response times.

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HAMMEREL

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.	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.	ER

Comments: You've proven to be a tireless district representative to the public. Whether opening your home to social gatherings, your regular guest column in the newspaper, or overseeing committees like the DPMP Steering Committee, you've been engaged and participatory in the district's dialogue with our citizens and stakeholders.

From my standpoint, it's a huge benefit having our general manager reside in town. I acknowledge, however, that that can be trying at times and applaud your efforts and patience.

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.	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: In all, the communication I (and the public) receives from you is satisfactory. You're very accessible and it's rare that I can't get a moment of your time. You listen carefully to input from others and incorporate that into your decision making.

My suggestions for improvement would be: a) increase the frequency of status update emails, and b) be more direct with the board and staff. Your direct and unambiguous recommendations are what we need to deliberate quicker and act more efficiently. Email communication initiated by you is very infrequent and I know that we've discussed having an online system to track outstanding tasks and initiatives to keep everyone informed on where we were at with our various projects. Implement that

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 2014-July 2015**

HAMMEREL

as soon as possible to alleviate some of the frustration caused by the communication vacuum that I and some staff have experienced. In terms of the content of communication, sometimes it's unclear what information or decision you're requesting of the board, which leads to less productive meetings. I would ask that you're clear, direct, and precise with the information or decision you or staff require and how best to engage in that conversation to provide you the visibility into our collective thinking. I think if you tell the board what you want/need to know, we're happy to provide it to you.

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

Comments: Although it's difficult to evaluate you on your interactions with your team, I've heard from staff that they'd appreciate you being more direct and decisive. In a lot of cases, your staff and board are looking to you for guidance and direction.

The feedback I've received from your staff is that you're completely open to constructive criticism and want to improve your performance. That being said, it appears as though your entire team isn't as forthcoming with concerns or complaints. It's only human nature to refrain from criticizing your boss, so I would suggest being more proactive to draw that information out, or allow people to submit anonymous suggestions to you.

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	ER
F. Integrity, Communications and Personal Development	MR
G. Human Relations Skills	MR

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 2014-July 2015**

HAMMEREL

Overall Evaluation:

 Exceeds Requirements X Meets Requirements Needs Improvement

Board Chair

Board Vice Chair

Jim Hammerel
Board Secretary

Board Treasurer

Board Trustee

General Manager

Date

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 2014 – June 2015**

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: Mr. Pinkerton brings a level of expertise and professionalism that the district has not seen before. As a new trustee, it was obvious that Mr. Pinkerton was listening to concerns during the campaign process. When I started on the Board in January, the district was already making strides to improve communication and financial transparency, which will be highlighted in future sections.

Mr. Pinkerton initiated Board training and intensive strategic planning sessions, which led to budgeting workshops.

Mr. Pinkerton always responds to emails, text messages, and requests for meetings in a timely manner. Mr. Pinkerton provides detailed and thorough communications. He is responsive to requests and implements suggestions in a reasonable timeframe. I have heard positive community feedback about Mr. Pinkerton's willingness to attend community meetings and 1:1 discussions with community members. Mr. Pinkerton's approach in seeking community input on major items like Ordinance 7 and the Diamond Peak Master Plan is inclusive and includes diverse opinions.

Mr. Pinkerton is in a unique position where he was hired knowing that there would be turnover on the Board nine months after starting the job. After six months, I believe we all are still learning how to work together as a board and with Mr. Pinkerton. As a new trustee, I feel supported by Mr. Pinkerton and his staff. My requests for information to be included in board packets and memos have been heard and incorporated.

Proposed Goals for 2015-2016:

- Work with the Board to limit general business meetings to three hours. Suggestions: move reports and updates to study sessions, consider additional study sessions

B. LEADERSHIP EFFECTIVENESS

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

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: __April 2014 – June 2015__**

WONG

	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.	NI
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.	NI
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: Upon arrival at IVGID, Mr. Pinkerton initiated both culture alignment training and customer service training. Both trainings have created an environment where employees are empowered to take care of stakeholders within the confines of the policies the Board has set.

I appreciate that Mr. Pinkerton took the time to fully understand IVGID's operations prior to making significant changes in personnel. Next year is Mr. Pinkerton's opportunity to hire the resources he needs to successfully support the organization.

Areas of improvement for Mr. Pinkerton are in leadership and delegation. Mr. Pinkerton needs to stand up for himself and his staff with both the Board and community members. I would like to see Mr. Pinkerton address both Board and community members to correct misinformation. Furthermore, I'd like to see Mr. Pinkerton take on more of a leadership role during Board meetings. Ultimately, the District is Mr. Pinkerton's responsibility. There is a perception of over-delegation. For example, the Board presentation about meeting schedules should have been made by Mr. Pinkerton. Also, the overuse of consultants could be perceived as an excuse to let others perform job functions IVGID staff are capable of doing.

Proposed Goals for 2015-2016:

- Assess effectiveness of proposed organizational structure.
- Assert himself as the General Manager of IVGID.
- Manage the Board and Senior Team to serve the Incline Village/Crystal Bay community.

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.	Unable to assess at this time
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

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 2014 – June 2015**

WONG

Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	Unable to assess at this time
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Comments: As we are still in the middle of the strategic planning process, I feel that I am unable to assess Plan Implementation and Risk-Taking at this time. I appreciate that Mr. Pinkerton took the initiative to incorporate recommendations into the 2015-2016 budget even though the Strategic Planning process is not yet complete. I recognize that there were times where the Board did not provide the necessary guidance to Staff during the budget process. When this happens, I encourage Mr. Pinkerton to challenge the Board so that Staff can move forward.

Proposed Goals for 2015-2016:

- Complete the Strategic Plan. Develop a recurring schedule for venue master plan development.
- Identify the best ways to seek community feedback throughout venue master plan development, including needs analysis, design, and evaluation.

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

Comments: Mr. Pinkerton spent a significant amount of time learning IVGID's operations. He quickly identified deficiencies in IT, recognized the problem with proposed changes to Ordinance 7, and formed the Diamond Peak Steering Committee to review the Diamond Peak Master Plan.

Proposed Goals for 2015-2016:

- Work with Board to develop a long-term plan for the recreation and beach fees beyond recommendation of smoothing.
- Monitor service measurements implemented during the Strategic Planning process to identify areas of opportunity for IVGID.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 2014 – June 2015**

WONG

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 active in the Incline Village/Crystal Bay community. He attends weekly Bonanza meetings, meets with community organizations, and meets with individual community members. I have heard positive feedback from community members about his involvement and willingness to listen.

Proposed Goals 2015-2016:

- Actively engage the community in discussions about venues.

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.	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.	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 quickly follows up on questions that I have. Mr. Pinkerton honors his commitments to Board and community members.

Mr. Pinkerton has done a great job of engaging the community in conversations about venues. I have made some observations about Mr. Pinkerton's communication style. Written reports are detailed and informative. Requests for additional information in memos and Board packets were incorporated in a timely manner. Verbal communication is detailed and informative. I encourage Mr. Pinkerton to consider his audience when providing relevant information. Two areas of suggested improvement:

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 2014 – June 2015**

WONG

- Communicate the information that stakeholders need to make informed decisions. As I mentioned previously, all of my requests for information have been met and incorporated into Board Packets. Mr. Pinkerton should evaluate information and anticipate questions.
- Mr. Pinkerton often makes references to his experience elsewhere. While these stories are great for comparing IVGID to other organizations, Mr. Pinkerton's stories are often lengthy. Succinctly communicate how your previous experience relates to IVGID.

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

Comments: As stated previously, Mr. Pinkerton is timely in his communications. My only criticism of Mr. Pinkerton in this area is that he often takes responsibility for others actions and decisions, including the Board. I would like to see Mr. Pinkerton hold people, including Trustees, accountable for their decisions. On the other hand, Mr. Pinkerton needs to stand up and support himself and Staff. I am conscious of the fact that continuous negative feedback from some members of the public and Board is effecting employee morale. I am confident that he can manage this in a way that builds trust and a good working relationship with staff and Board members.

H. SUMMARY EVALUATION

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

	Rating
A. Policy Facilitation and Board Relationship	MR
B. Leadership Effectiveness	MR/NI
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/NI
G. Human Relations Skills	MR/NI

Overall Evaluation:

_____ Exceeds Requirements x Meets Requirements _____ Needs Improvement

Board Chair

Board Vice Chair

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 28, 2015 to July 24, 2015**

Devine

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: This has been an issue where other board members, in BOT meetings, have voiced displeasure. I have not experienced any difficulties. That being said I adjusted several areas from borderline ER to MR to acknowledge that I am aware of frustration on the part of fellow board members and I would like to see those issues addressed moving forward.

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.	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.	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: Examples in team leadership and empowerment – Ord. 7 workshops; Diamond Peak Master Plan steering committee; 4th of July Parks & Rec initiatives, on-going public works projects. Strategic planning workshops; budget reporting.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 28, 2015 to July 24, 2015**

Devine

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: Has initiated strategic plan, plus addressed challenge of consistently revisiting it and acknowledging revolving BOT's.

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

Comments: Has established set plans/directives – but majority of results will become apparent over multiple operational periods, budget cycles & years.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 28, 2015 to July 24, 2015**

Devine

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.	ER

Comments: Has consistently reached out to community groups – maintains professionalism & displays vast knowledge of workings of government process. He has addressed citizen's complaints swiftly and effectively with correct (not necessarily popular) answers.

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: This is an area where I believe Mr. Pinkerton meets and occasionally exceeds my expectations. However, I recognize that not all BOT members may agree and I would like to see a concerted effort on the part of both parties to overcome any remaining obstacles.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: April 28, 2015 to July 24, 2015**

Devine

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.	ER
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: Mr. Pinkerton consistently praised staff for well delivered products and services. An area to consider, from my perspective, is to be firm with the Board members when it comes to communication. It is important to meet with individual trustees, but to establish a clear understanding that policies to be implemented are through the BOT process.

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	ER
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 CALLICRATE
General Manager Evaluation Form
Performance Review Period: 11/10/2014 - 8/16/2015

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/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.	NI
Accessibility – Is accessible and responsive to Board member requests and communications.	NI
Planning – Plans effectively to address upcoming issues. Identifies needs, studies issues and provides alternative solutions.	NI/MR
Responsiveness – Responds in a timely manner to issues and opportunities that arise.	NI

Comments: SEE PAGE 1 and 2; ATTACHMENTS

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: SEE PAGE 2 and 3; ATTACHMENTS

Incline Village General Improvement District CALLICRATE
General Manager Evaluation Form
Performance Review Period: 11/10/2014 - 8/16/2015

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/MR
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/MR

Comments: SEE PAGE 3 and 4; ATTACHMENTS

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

Comments: SEE PAGE 4; ATTACHMENTS

Incline Village General Improvement District CALLICRATE
General Manager Evaluation Form
Performance Review Period: 11/10/2014 - 8/16/2015

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
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: SEE PAGE 5 ATTACHMENTS

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.	NI/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.	MR
Personal development – Demonstrates a commitment to continuous learning, improvement, education, and self-development.	MR

Comments: SEE PAGE 5; ATTACHMENTS

Incline Village General Improvement District CALLICRATE
General Manager Evaluation Form
Performance Review Period: 11/10/2014 - 8/16/2015

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

Comments: **SEE PAGE 6; ATTACHMENTS**

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/MR
E. Representation, Advocacy and Citizen Participation	NI
F. Integrity, Communications and Personal Development	NI
G. Human Relations Skills	NI

Overall Evaluation:

 Exceeds Requirements Meets Requirements X Needs Improvement

Board Chair

Board Vice Chair

Board Secretary

Board Treasurer

Board Trustee

General Manager

Date

Incline Village General Improvement District CALLICRATE
General Manager Evaluation Form
Performance Review Period: 11/10 2014 – 8/16/2015

ATTACHMENT

A. POLICY FACILITATION AND BOARD RELATIONSHIP

*Facilitative Leadership- NI/MR-*While Mr. Pinkerton is marginally effective in recognizing interdependent relationships and multiple causes of community issues he has been unable to foresee the magnitude and consequences of policy decisions; specifically in regard to Ordinances 1, 2, 4 and 7 and The Diamond Peak Master Plan. Given that Mr. Pinkerton has 30 years of governmental experience and he has/had been a full-time, year-round resident for over 14 months he should be exercising a more thorough understanding of Incline Village and Crystal Bay, its most pressing issues and the sensitivity of its citizen groups.

*Facilitation of Board Effectiveness- NI-*While Mr. Pinkerton has assisted the Board in developing and strengthening its policies and procedures, the carry-through to implementation has been problematic. One case in point would be the Management Succession Plan the Board gave direction on back in January of this year and again reiterated throughout the subsequent Workshops and BOT meetings. The District is still without this plan some 8 months later.

Additionally the continued collection of monies from retired bonds has proven divisive and could have been alleviated through a far stronger communication commitment to our greater citizenry.

*Preparation- NI -*The most egregious example would be the sweeping changes to Board policies attendant to the oversight and dispersement of unspent departmental budgets and un earmarked budgetary items. What was to have been a mere 'cleaning up' of language in the Board policies ended up ceding greater Board control and oversight to the General Manager. This was due, in part, to an 1100+ page data dump of information contained in the Board packet 48 hours before the publicly agendized BOT meeting without adequate time to review the packet contents. Additionally, the Special Meeting of February 13th proved especially onerous as information provided immediately prior to the meeting pertaining to a potential motion and agenda item was contradicted and uncorroborated in said meeting just 30 minutes later leaving the Board in possible violation of an open meeting law statute.

*Professionalism – NI –*There is a community wide perception, and one held by me, that the General Manager lacks focus and attention during not only the Public Comment sections of trustee Board meetings and Workshops but also during Staff proposals and recommendations. He either is buried in his laptop, texting on his phone, shuffling papers or talking distractedly to General Counsel. He seems genuinely agitated and distant

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unless he, himself is speaking. Also, numerous community complaints about unreturned emails, phone calls and last-minute cancellations of scheduled meetings have given rise to concern about the General Manager's commitment to his position.

Accessibility- NI- While Mr. Pinkerton may be accessible to other Board members his responsiveness to me has been less than prompt. I'm still waiting for the comprehensive overview of the Ordinance 7 Workshops I requested over 6 months ago. The workshops concluded over 10 months ago. Additionally, I'm awaiting the information pertinent to a summer open house at Diamond Peak that the Board has discussed for over 5 months. And I only learned of Mr. Pinkerton's family relocation through a community leader approximately one month after Senior Staff had been told. Complete breakdown in communication.

Planning- NI/MR – Mr. Pinkerton gets a 'Meets Requirement' in regard to Public Works issues. He has a thorough grasp of toilet flushes, sewerage capacity and water usage. Where I rate him 'Needs Improvement' is his ability to effectively address upcoming issues; specifically the Management Succession Plan agreed upon by the entire Board back in December, Ordinance 7 and the Vermont Systems adoption. These are three critically important issues that the Board has been continually assured were 'on track' only to learn that all three have been sidelined for a variety of reasons. All three are 8 months, 14 months and 9 months, respectively, overdue with no completion date in sight.

Responsiveness – NI – I give Mr. Pinkerton a 'Needs Improvement' and would give him a zero on a scale of 1-5 if one were being used. I have heard from citizens in top management positions from our faith-based organizations, our service organizations and our business communities that there is a general lack of timeliness in regard to requests for information relating to IVGID governance- specifically; Ordinances 1,2,4 and 7, Communications, Documents, Financials, Board Policies, District Litigation, District Branding and Recreational Programming to name but a few. Being responsive in a timely manner is critical for the success of our District. It also shows that elected and appointed individuals are listening and hearing the concerns of the electorate. By not returning emails and voice mails promptly or not keeping scheduled appointments or rescheduling sends a dismissive message to those individuals seeking information. Additionally, it portrays an air of hubris or self-importance that is off-putting and out of character for our community of Incline Village/Crystal Bay.

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B. LEADERSHIP EFFECTIVENESS

Coaching/Mentoring-NI- To date, Mr. Pinkerton has not met with all of his Senior Staff and Upper Management Teams to establish Goals and Objectives for each position. Senior Staff members have approached me personally to express frustration and dismay in that there is zero direction coming from the General Manager. It's as if there is a rudderless ship with no one at the helm. While there were beginning of the year training sessions, little follow-up has taken place to ensure the Team is working well to accomplish established goals and objectives set by the GM and from the Board level as well.

Team Leadership-NI- We have a 3/2 split Board due to inadequate or nonexistent cross-Board communication. Frequently, emails or phone calls are sent or made to 1 or 2 Trustees or not at all. Again, I was informed of Mr. Pinkerton's house sale and subsequent family move approximately 1 month after the Senior Staff was alerted.

Empowerment-NI- What little there is has no structure. Again Senior Staff has expressed frustration in not having a 'Grand Plan' framework to work within; one that has measureable benchmarks.

Delegation-NI- Again, if delegation happens, it usually is by default rather than by design. Ordinances 1, 2, 4 and 7 have yet to be fully resolved. There is no Management Succession plan. The Vermont Systems IT problems are still extant and the Diamond Peak Summer Open House has yet to be scheduled before the seasonal residents depart.

Role Model-NI- I don't consider sitting at a computer screen and sending emails during public meetings/workshops instead of attentive listening and engagement role-model worthy. The perception of complete dissociation with current proceeding is evident to Staff and more importantly to the general public. Countless employees have approached me with concern as to the GM's presence at departmental and District-wide meetings. Sending the wrong message.

Fairness-NI- Again, Senior Staff along with upper and mid-level Management remark that the GM rarely shares with them that they are doing a good job or are given suggestions for work improvement. While it may be implied they seldom hear those important words of encouragement.

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C. PLANNING, INITIATIVE, RISK-TAKING

Strategic Planning-NI/MR- My dual rating pertains to the fact that this should have been a priority of Mr. Pinkertons since May of 2014. Additionally, the perceived unwillingness to incorporate Coral Bridge's document into the framework of the Strategic Plan was implicit until the Board reiterated its stance that that information was critical in the Board's estimation.

Implementation-NI- The IT investments in our District's infrastructure have been ineffectual regarding Vermont Systems and PointOfSales at Ski and Golf. The Board was clear and persistent with the early adoption back in November. Twice monthly public meeting inquiries proved fruitless as the Board was continually reassured for over 5 months all was on track for summertime operations only to learn 2 weeks before Memorial Day all had been postponed due to a few 'glitches'. Subsequent information gathering from Staff discovered not enough resources had been earmarked for complete implementation. Where's the oversight and responsibility?

Initiative-NI- The incorporation of the Coral Bridge recommendations (having full Board approval and direction) was initially met with obstinance and disregard. Took a full 2 months to incorporate. Web Casting is another example of a simple fix taking over 8 months to correct.

Risk-taking-NI/MR- Again mixed. Does develop new ideas just not certain they are consistent or congruent with our Community's aspirations. Prompt action is sporadic.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

Financial Management- NI- Effective communication of financials is an oxymoron. Highly qualified financial specialists, CPAs and risk managers within our community have expressed grave concern over the District's reportage of its budgets, debt management and long-term capital expenditures. Within the Board collective there is disagreement as to the propriety and ethical fortitude to continue collection of retired bond monies. The recent change to Board policies ceding financial expenditures to the GM from the Board has created considerable consternation within the community. With the lack of a clear, concise series of communiques explaining recent changes, the Community is left to perceive potential fiscal impropriety whether justified or not.

Management of Resources-NI/MR- Again mixed. It goes without question that the level of expertise and work ethic among our employees is the envy of the Lake. That being

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said, it's difficult to measure against metrics and benchmarks as the District is still in the midst of establishing those parameters. A 'Work in Progress'.

Service Delivery-NI/MR- Public Works is doing well by all accounts. Recreation and Capital Projects have many incongruities. With the recent promotions in the District regarding Parks/Recreation and Capital Project management there is optimism that these areas will rise to the same levels of service as Public Works.

Operational Knowledge-NI/MR- Mr. Pinkerton seems to understand all the basic principles of the District's Operations. However, there is still a need to further promote efficiencies and effectiveness in all our operations. There is far too great a reliance on external consultants which has resulted in redundancy and excessive amounts of dollars being expended when the District needs to reign in the spending.

*Responsiveness-NI-*Community sectors across the board are concerned with a 'Lack of Purpose' expressed by the GM's inordinate dearth of timely responses to all inquiries. Timeliness is critical for Community acceptance or rejection of current and future endeavors.

E. REPRESENTATION, ADVOCACY AND CITIZEN PARTICIPATION

*District Representation-NI-*I'll refer back to comments made in Section A, subset 7. There are numerous community leaders who have not been shown common courtesies of timely responses to pressing matters; regardless of the reasoning. Concurrently, our relationship with Washoe County immediately comes to mind. There are tremendous hurdles that must be overcome before the credibility of the GM and the District are restored among our partners within our community and within the Lake Tahoe Basin.

Democratic Advocacy-NI- I call into question the collection of retired bond monies, smoothing and repurposing as having integrity and being of ethical value.

*Citizen Participation-NI-*While Mr. Pinkerton does recognize the rights of citizens and may promote their individual involvement, he does not respond to issues and concerns promptly, i.e., after 5 public workshops regarding Ordinance 7, there is still no formal document that systematically incorporates all notes and correspondence from the individual workshops into a workable solution that addresses the concerns of the Community in a format that is actionable. Just one of many examples.

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F. INTEGRITY, COMMUNICATIONS AND PERSONAL DEVELOPMENT

Integrity-NI- I refer to the personnel matter regarding our former Director of Parks and Recreation. The manner in which he was promoted into a position unauthorized by the Board, promised the attendant salary that was unapproved by the Board and then summarily terminated after 10+ years with the District was not only highly unprofessional but brought into question moral and ethical issues which severely undermined the GM's integrity and credibility.

*Verbal Communication-NI-*It's difficult to ascertain if Mr. Pinkerton is actually listening to you during your conversation as he has his head buried in his laptop or if he is merely placating you.

*Verbal Communication-NI/MR-*I would say that Mr. Pinkerton is effective at saying what is appropriate and what the listener wants to hear but I am concerned that the listener's message is sometimes lost or overlooked.

*Accessibility-NI-*Again, there is an issue with timeliness and promptness.

Written Communication-MR- Fairly well written communiques and reports in our agenda packets.

*Personal Development-MR-*Seems to enjoy learning new things.

G. HUMAN RELATIONS SKILLS

In this section I have given Mr. Pinkerton an *NI* in all 3 areas. His demeanor during public meetings shows a general malaise and lack of engagement; especially during any public comment periods throughout the meetings which is hugely disrespectful of the folks who take the time to attend and participate.

I also do not see or detect a strong leadership presence; especially since many of the Senior Staff and upper management have approached me with concerns pertaining to constructive guidance and direction.

And again, the follow-ups and prompt returns are negligible; especially pertaining to the general public and its concerns.

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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.	ER
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:

- Developed and implemented a new model for facilitative, civilized and inclusive discourse for politically sensitive issues. Established a Committee of individuals with very diverse interests to review Diamond Peak Master Plan and report to the Board. Thus, implementation of the plan will be more inclusive and reflective of community values, as well as fiscally responsible.
- Assisted Board in putting together two-day Board Training with staff from UNR.
- Facilitated Board in structuring meetings to allow more efficient use of Board time by establishing one business meeting per month and at least one study session per month. Also worked with Board to get all meeting information distributed to Board and public in an expedited manner, exceeding statutory requirements.
- Continue to work with Board and Legal Counsel to update Board policies and procedures.
- Improve Board opportunities to develop sound policy by ensuring that staff reports provide sufficient, accurate information, as well as ancillary information as requested or as needed, to facilitate Board deliberations and assist the Board in making informed decisions.
- Continue to work hard to establish a good rapport with community members, community organizations, and news media to encourage communication with the District, in addition to conducting myself in a professional manner in writing and in person in every forum, whether in Board meetings, with staff, with officials from other jurisdictions, or informally with members of the community, even under adverse circumstances in order to build and encourage public confidence.
- Remain accessible to Board members by way of text message, cell phone calls, in person meetings, and other more formal venues for working together and communicating. Respond to inquiries as immediately as possible, even if it is to calendar tasks which take longer and are more complicated to accomplish.
- Have preliminarily created matrix to better track Board and community inquiries. Will be integrated into CRM software that will be implemented as soon as possible.
- Established long range calendar to help facilitate better planning of agendas for future meetings.

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- Utilized decades worth of experience in local government to assist Board in considering alternative ways of solving problems, such as utilizing a steering committee of community members with divergent interests, reviewing methods for allocating resources, looking at multiple methods for engaging the community and making better use of technology for operations, communications and analysis.
- Initiated discussions with Board members regarding suggested solutions to issues or possible ways to capitalize on opportunities, as they arise, through a variety of practices, including my personal practice of learning about the community so thoroughly that I can teach residents who have lived in the community for many years things about the community they did not know and maintaining a good rapport with community members and related professional organizations to bring needs and opportunities together with depth of knowledge to formulate plans.

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.	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.	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:

- Initiated and continue to foster culture alignment training for all employees, while comporting with public employee laws, rule and regulations.
- Create core values for the organization, through team leadership activities to promote culture alignment and promote buy-in of core values at all levels of District organization.
- Promote employee development by establishing core values that assist employees in making accurate, effective decisions independently, and therefore requiring less direction over time until they are ready to assume greater responsibility within the organization. For example, instead of centralizing community inquiries and complaints at the main office with one senior staff member, junior staffers will be trained in comporting with our core values to act as a point of contact to receive community members inquiries and complaints at different locations throughout the District, like the recreation center, golf, and ski venues, to improve community members' access and experience, while promoting employee development.
- Implemented customer service training for all management employees. During upcoming fiscal year, will do more district-wide customer service training.
- Promote employee recognition through informal, individual written and verbal commendations, as well as more formal venues, such as summer and winter district-wide employee holiday and award luncheons.
- Model best practices in team building and collaborative decision-making methods in a variety of ways, including reaching out to the community to become working members of a sub-

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committee to develop valued information and develop a relationship with the Board by reporting directly to the Board regarding the Diamond Peak Master Plan; continuing to develop communication between departments through culture alignment and taking an open communication approach to facilitate greater communication; and implementing at least one Board study session per month to facilitate Board communication and opportunities for consensus building.

- Enlist the knowledge and expertise of senior and junior employees to solve problems and, or capitalize on opportunities regarding the District. For example, when I relied on Joe Pomroy's expertise to develop a solution to the District's trash problems by developing a position known as the "trash czar" to address residential and commercial trash problems.
- Model professionalism and work ethic in and out of the work place every day in a variety of ways, including maintaining communication with Board members and employees irrespective of day or hour, commensurate with level of urgency, frequently working with employees throughout the District at their venue (as opposed to having them report to me in my office), reaching out to community members as valued members of the District and exercising forbearance and patience when confronted in a disrespectful manner, particularly in the presence of employees and other community members.
- Develop and maintain guiding principles, procedures and practices, beyond statutory requirements, to create and maintain fairness and consistency, such as introducing and developing core values, facilitating more frequent meetings between department heads and using alternative dispute resolution methods, as needed, in addition to due process requirements.
- Model and encourage management practice of frequent informal statements or written communications commending employees applying core values, such as diligence, to show appreciation for staff contributions, both large and small, in addition to more formal, elaborate functions recognizing staff contributions.

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:

- Initiated work with Board to develop the District's first Strategic Plan update in five years. Have taken the initiative to ensure that the process is completed by this fall.
- Gained positive results from creating "trash czar" to focus on reducing commercial and residential waste violations.

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- Suspended contract negotiations with Waste Management in order to come up with a more comprehensive plan for addressing solid waste issues.
- Utilized FlashVote as an alternate means to solicit community input on items of interest to the community.
- Partnered with Sierra Nevada Media Group to come up with a cost-effective way to distribute the District's Recreation Guide and expand its content and dates of publication.
- Addressed community concerns about parking at the beach by establishing a Beach Shuttle Service on a trial basis.
- Aggressively addressed decades-old issues with the District's information technology infrastructure. Implemented plan to quickly but carefully upgrade all of the District's technology infrastructure in a manner that would minimize operations and minimize impact on the general public.
- Established Board sub-committee to address District-wide Marketing and Branding issues.
- Encouraged information gathering from all corners of the District, in spite of the risk that the sub-committee could devolve into a deterrent instead, by inviting members of the community who are frequently critical of the District become part of a sub-committee who works together and ultimately report their findings directly to the Board.

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

Comments:

- Initiated and continue to develop wholesale change to our accounting methods in order to improve transparency through far more understandable reports.
- Restructured District management and personnel organization to ensure that asset management and communication functions are allocated adequate staffing and resources.
- Structured a very detailed budget review process which included key performance indicators and five year cash flows for every District operation.
- Updated policies and procedures to develop and maintain this new budget review process.

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- Created a budget process for the upcoming year that will provide more budget information during the entire fiscal year, not just prior to budget approval.
- Initiated time-consuming, but valuable process of meeting with every functional division in the District to become better educated in District operational needs.
- Closely monitored financial performance of all operations during the year to ensure functional divisions were meeting budget goals.
- Focused additional staff and outside resources on golf operations and pricing strategies in response to concerns regarding optimal golf operations.
- Developed job specifications and initiated recruitment of Community Services Director to provide united management leadership such as facilitating employee development across recreational venues, as well as recognizing and developing untapped interdisciplinary opportunities specific to recreation operations.
- In response to feedback from Board, initiated a series of "care and condition" improvements to the beach facilities with one-time funding available from higher than anticipated beach revenues.
- Collaborated with District employees to create better real-time financial reports to assist venue managers in monitoring their revenues and expenditures.

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.	ER

Comments:

- Pursuant to professional goals I set for myself during the first year on the job:
 - Regularly communicate, involve and, or meet with nearly every civic group in the community.
 - Introduced myself to hundreds of individuals in the community, listen to their ideas and concerns, and encourage involvement.
 - Initiate meetings with as many outside agencies as possible.
- Worked with publisher to create an opportunity in which I write and publish a positive biweekly column in the North Lake Tahoe Bonanza to help educate the public about IVGID.
- Attend and actively participate in Friday Bonanza meetings and Thursday morning Conversation Cafes, providing community members and news media with current information, status on solving community concerns, and encouraging involvement, amongst other things.
- Researched decades of meeting minutes to better understand the history of the organization: its successes and challenges since the District’s creation.

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- Established Communications Coordinator position to focus more District resources on community outreach, public information, and positive public interaction.
- Budgeted appropriate level of resources for ensuring better use of technology to communicate and interact with the public.
- Developed and implemented public information programs and processes to better educate public on Ordinance 7 and Beach Master Plan.

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.	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:

- In addition to applicable comments stated in the above sections:
 - Established organizational core values and behaviors: Responsibility, Integrity, Excellence, Teamwork and Service.
 - Modifying employee performance evaluations to incorporate core values into the evaluation process.
 - Continue to actively participate in government professional organizations including ICMA and APA, and attend continuing education programs for professional development and to network with government colleagues, as well to gain valuable knowledge from peers in Nevada and across the country to stay current on best practices to benefit the District.
 - Promoted more personalized interaction between District and community members on controversial issues. For example, I held five meetings on Ordinance 7 with varying formats to ensure response from various interests. I formatted beach meetings in a similar manner to maximize community input, and conducted community internet-based surveys on each subject.
 - Regularly send emails to Board of Trustees to ensure that they have timely receipt of information.
 - Delegating responsibility to the Communications Coordinator who will be creating weekly newsletter to ensure that Board Members, employees and public have access to all pertinent information regarding District programs, projects, and other news.
 - Successfully implemented new web platform for District.

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- o Established financial transparency webpage.
- o Acquired opengov.com to greatly enhance the ability for citizens to access and to better understand District financial reports.
- o Worked closely with the Board to ensure adequate employee support to the Communications Committee.

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:

- In addition to applicable comments stated in the above sections:
 - o Created employee recognition committee to find more ways to recognize the efforts of our workforce beyond traditional means. Instead of "employee of the month," the committee will create programs for all employees to strive to meet goals and standards set by their peers and recognize all employees who meet the goal.
 - o Successfully negotiated labor contracts with bargaining groups which met the goals of both the employees and the District.
 - o Initiate and participate in weekly and, or bi-weekly standing meetings with senior managers to provide them with clear direction on expectations, goals and objectives; ensure that they have the resources necessary to successfully meet their goals and objectives; and receive feedback regarding progress reports and status reports from senior managers.
 - o Acquired CRM software to implement a more efficient and effective process-- both internally and externally-- for tracking citizen inquiries and complaints.

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

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Overall Evaluation:

___ Exceeds Requirements ___ **X** Meets Requirements ___ Needs Improvement

Board Chair

Board Vice Chair

Board Secretary

Board Treasurer

Board Trustee

General Manager

Date

MINUTES

SPECIAL MEETING OF SEPTEMBER 3, 2015 Incline Village General Improvement District

The special meeting of the Board of Trustees of the Incline Village General Improvement District was called to order by Chairwoman Kendra Wong on Thursday, September 3, 2015 at 2:00 p.m. at the Chateau located at 955 Fairway Boulevard, Incline Village, Nevada.

A. PLEDGE OF ALLEGIANCE*

The pledge of allegiance was recited.

B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

On roll call, present were Trustees Bill Devine, Jim Hammerel, Kendra Wong, and Tim Callicrate.

Also present were District Staff Members Parks and Recreation Director Indra Winquest, Director of Human Resources Dee Carey, Director of Asset Management Brad Johnson, Director of Public Works Joe Pomroy, Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick, and Marketing Manager/Public Information Officer Kayla Anderson.

Members of the public present were Pete Todoroff, Steven Kroll, Ron Code, Don Epstein, Bea Epstein, Aaron Katz, Joanne Hagy, Gene Brockman, Joe Shackford, Kaye Shackford, Chuck Otto, Ed Leuthenhauser, Jack Tedford, Bob Sendall, Steven Price, Barbara Perlman-Whyman, Andy Whyman, and others.

(43 individuals in attendance at the start of the meeting which includes Trustees, Staff and members of the public.)

C. PUBLIC COMMENTS*

Pete Todoroff said that finally the IVGID trustees can concentrate on the items that they want the community to have as there is no more divided community; move forward.

Steven Kroll said that there is such little time but that we have to address a fact of life in our community and that is that we have a divided community. The problem is that a minority of this community has no voice on this Board and there are a lot of decisions made by this Board. Mr. Kroll then shared an example of

being asked to purchase a rubber duck during the 4th of July festivities. This Board needs a voice from Crystal Bay and he asks that the main criteria for filling the Board vacancy be to give a voice to Crystal Bay. We have a situation where if we are not recognized in this community in a real way it is going to be years of problems and one has arisen already before the Washoe County Commissioners. One Board member attended that meeting and shared that concern about how the governance is done. With a voice of the discriminated minority, this Board can bring this community together again. Having a policy of exclusions is doom. Mr. Kroll concluded by stating that technically this Board has a defect in the notice of this meeting and time and stated that he asks for the Board's assistance in this situation.

Aaron Katz said that the Board packet has a number of materials in it and that long range principle #4 caught his attention and that all he sees is irresponsible administration. He hasn't yet seen the Eagle's Eye, which is in the *North Lake Tahoe Bonanza*, and is a quasi-newspaper that is prepared by the students of Sierra Nevada College. One of the things they are promoting is a golf team that gets to use both of our golf courses and driving range for free. There is another picture in there which appears to be Village Green and he previously tried to investigate it and this use appears to be for free. Both of these items are the tip of the iceberg because by making our facilities available for free it means the cost is borne by the local property owners who are involuntarily subsidizing this usage. The representation of what the Recreation Facility Fee pays for is an over representation of fact as it doesn't pay for our use as parcel owners rather it pays for favored collaborators use over and over again. This is not the purpose of the fee, not the purpose of government, and now that we have a member of the Board who has a close affiliation with Sierra Nevada College, she should take action to remedy this.

Ron Code said that he came here today to speak about the polarization between the communities which has various causes and to see what the Board can do about it. The District is spending too much money on programs that he gets very little benefit from. Reconsider the people in Crystal Bay and their access to the beaches. We don't need to use the beaches but they need to be a part of the community. He didn't participate in the Veteran's events but he could have if he wanted to beg but he didn't so do something.

Judy Simon said that Tahoe Keys Property Association is considering putting herbicides in the water at their marina to rid the waters of invasive species and while it is under review, the people in Nevada don't know much about it. We do get our drinking water from the lake and personally she is against putting in

herbicides. She would like the IVGID Board to track this matter and it is supposed to go to the Lahontan Board and that she spoke to Washoe County Commissioner Marsha Berkbigler who wasn't aware of it. Ms. Simon concluded by stating that she wanted this Board to be aware of this possible contaminant.

Margaret Martini said that she wanted to talk trash as there is another dead bear. It appears that there is little or no action taken against the malls and in particular the Country Club Mall. They have had thirty nine violations during the last year and a half and she would like to know what actions the Board is going to take. The Board has the power and there is over \$18,000 in fines which they are not paying. Where is the Director of Public Works in enforcement of the ordinances? Sixteen of the last violations had no action taken and this is according to the District's records which she has. It has been over ten years and there has been no action. She doesn't understand why Country Club Mall is not being held accountable. We have issues with bears and there is another dead bear as of last night. This location received two more violations last week which is allowing the bears access which creates problems for people and businesses as well as the bears one of which is dead. There is no reason not to enforce the ordinances and Staff isn't doing their job in enforcing the ordinances. She talked to the General Manager and got the usual song and dance with no concrete resolution; how many times does this have to come before this Board.

D. APPROVAL OF AGENDA (for possible action)

Chairwoman Wong asked for any changes and, hearing none, deemed the agenda approved as submitted.

E. GENERAL BUSINESS (for possible action)

- E.1. Discussion of vacancy on the Board of Trustees, due to resignation of Trustee. Receive report from the General Manager, Staff and Legal Counsel regarding the process for filing vacancy. Discuss and agree upon framework and questions to be asked during the appointment process. Address any other concerns, questions, comments or ideas regarding this matter**

General Manager Pinkerton gave an overview of the item.

Trustee Devine asked if it was the plan to go through this as he does have a couple of questions on the items. Chairwoman Wong said

that they can go through it question by question. Trustee Devine said that a 5:30 p.m. start time might not be realistic because we don't know how many candidates there might be. District General Counsel Geno Menchetti said that the Board can authorize Staff to set an appropriate time if everyone is available and we can move it earlier or later. General Manager Pinkerton added that it could be done over a two day period. District General Counsel Menchetti said that while the Board may be able to do that he would strongly suggest that the Board not do that because of disadvantage. General Manager Pinkerton said that the Board could finish the interviews and then continue the meeting to the next day without additional noticing. The Board looked over their individual schedules and it was agreed that the Board would like to start at 3 p.m. on September 16 and go until they are done. The Board then worked through the questions and made revisions which Staff noted.

Chairwoman Wong opened the matter for public comment.

Chuck Otto said, just as an observation, that the Board is going to be really hard pressed on time and so think about how much time is allowed for the opening statement and with a couple of subjects to allow for time for follow up questions. There have been a couple of comments about Crystal Bay and thus he would like to remind the Board that there are 435 people in Crystal Bay out of 8,200 taxpayers and thus proportionality becomes apparent. Other than beach access appeal, he can't think of anything else that they can't do.

Steven Kroll said since the beach was raised, he would suggest this is akin to being a forced marriage that was done between Crystal Bay and Incline Village and it was forced by Washoe County for efficiency and that neither party is happy, Yes, there was a hearing and it was an efficiency thing and that he is unsure about proportionality. We are a part of this community which is excluded and while he understands the reason, it is so important that the Board hear from a voice from a part of the community which was added by law. Accept the idea that a single voice of five is important so that we have a voice in taxation and regulation.

Andy Whyman said, in following up to Ms. Martini's comment about the General Manager's ballet, perhaps the General Manager, for the

next fundraiser, could appear in a tutu for a price. Back in 2006, there were 15 to 17 candidates at a procedure to appoint another Board member and there were two finalists. The Board changed its strategy and neither of those two finalists became a Board member. He would encourage the Board to very clearly outline the selection criteria and noted that #8 wasn't quite clear to him. If the Board finds itself in a majority of the Board wanting a particular candidate and then change the rules it would leave a bitter taste. He wouldn't get overly enamored with the questions as they are rather old fashion and noted that you learn a lot by asking open ended questions which gives the person enough rope to hang themselves. If you want to use sound bite answers then you are losing the opportunity to learn more about the candidates.

Aaron Katz said that he has a different take on the process as he thinks that we all know who will be on the Board and that it is down to one or two people so it is a done deal. You get this indication from the process in that the Board is taking one afternoon, on the 16th, and giving candidates twenty minutes to speak and there might be dozens of candidates. The Board will make its decision that afternoon and the person will be sworn in; it's a done deal so be upfront and tell us. Why is this Board going through this process which appears that it isn't and to prove it, he will share three names – Bruce Simonian, Joe Wolfe, and Gene Brockman. Our Board has been divided and divisive and the reason is because the community is divided and divisive as well. The obligation to the voters is to reflect the diverse views of the community and thus he would state that the Board should not try and artificially change that. We had an election and there are other candidates that got votes so the community spoke. If you really want to be fair, let's go back to those candidates, specifically to the person who got the next highest votes, and if that person doesn't qualify then go down the line. That's what he thinks is fair.

Ron Code passed on his opportunity to provide comment.

Margaret Martini said that her concern is that each application will be quickly reviewed as this Board has already selected a like minded person so this could be an exercise in futility. There has been no thought given to what the people voted on and the person who was next in line should be reached out to because that is the community

speaking and not this Board. What Mr. Katz said makes perfect sense and she is very sorry that Mr. Smith resigned as she believes he had some high management experience but that the actions of three members have managed to deter those.

Leo Craft said that this is his first exposure to seeing the Board work together and that Chairwoman Wong has done an excellent job of consensus building.

Hearing no further public comment, Chairwoman Wong brought the matter back to the Board.

Trustee Devine said that he appreciated Mr. Whyman's comments and that he is not sure that all of the Board is on the same page so he would like to have a discussion about how we choose because if there are, as an example, twelve interested people that the Board interviews, does each Board member have individual scorecards and then discussions where we talk through the options, etc. Chairwoman Wong said that after the interviews, she will call for a recess to allow each Board member to be in their own space and hopefully identify their own top three candidates and then the Board will come together and put forth those top three candidates and then hopefully come to some consensus on who we would like, discuss it, and then go forth. Trustee Devine said that he appreciated going through that and then asked what are we going to do if we don't have the same top three and while he isn't over planning this he doesn't want to get stuck. Chairwoman Wong said that she creates clusters of name and that if we don't have three similar ones then the Board will have a discussion and hopefully we will see someone rising to the top and then continue the discussion. Trustee Hammerel said that he agrees with the process and that when we get to two or three candidates perhaps we should reserve some time to ask follow up questions. Chairwoman Wong said as the candidates are finishing, let's be sure that we have their contact information and reserve the right to call them back. Trustee Devine said if they need to be available later on let's make sure we cover all those items. Trustee Callicrate asked that the Board be really careful that we don't exclude the candidates from the previous election and stated that there is no predetermined idea of who will be appointed and that this resignation was a complete surprise. Instead of a two-minute opener, we should consider a longer period so that the

candidates give us an overview of who they are and how they see themselves fitting in. If we are going to choose our top three then we owe this to all of the candidates. Further, he sees this as an opportunity to set aside whatever differences there are and that we have an opportunity to have a diverse group on this Board. District Clerk Susan Herron confirmed that she has talked to both previous candidate Leijon and Olmer. Trustee Hammerel said that it is paramount to find a replacement trustee before September 26 because no one wants to have the vacancy filled by the Washoe County Commissioners. We want to find someone that can serve the community and start fresh with new eyes and ideas. Chairwoman Wong said that she acknowledges that we may have a lot of applicants and we could push late into the night therefore we might want to check availability on September 18. District General Counsel Menchetti said that Staff will prepare a process with your general direction so that everyone will understand the process. The Board then reviewed their calendars and confirmed that September 21 was an open date as a contingency. Trustee Hammerel wrapped up that allowing enough time to ask some open ended questions was necessary and that each candidate will start with a two minute opening remarks and that from the list of questions each Trustee will ask a question of their choosing and that each candidate should be allowed to have a three to five minute closing statement as well as at the end allowing the Trustees the time to ask any additional follow up questions.

Trustee Hammerel made a motion to adopt the proposed schedule of events for filling the current vacancy on the Board of Trustees and the list of questions as modified during this meeting. Trustee Devine seconded the motion. Chairwoman Wong called the question and the motion was unanimously passed.

- E.2. 2015/2016 Board Retreat (*Please note that the items included in this section will have a single public comment period*)**
- a. Board Self-Evaluation Tool as submitted by individual Board members; a review and discussion (Requesting Trustee: Chairwoman Kendra Wong)**

Chairwoman Wong gave background information on this agenda item.

Trustee Hammerel said that he had one minor correction, on page 6, he inadvertently typed this wrong as it should read "in progress" instead of "meets expectations". Trustee Callicrate said that he is fairly attuned to what's happened prior and that since we have just come through the eye of the needle, he was curious about former Trustee Smith's comments just for his own reference and that he has no clue on what he put in there but that there could be some tells or insights that none of us noticed; he is curious to know if this is an opportunity or not. District General Counsel Menchetti said since this is a Board self-evaluation tool and Mr. Smith is no longer a part of the Board, his comments are not relevant. Trustee Callicrate said he was more curious than anything else as he served as this Board's Chair for over eight months. We took on too much too quickly and in too much depth so hindsight is 20/20 and that hopeful, we as a Board, can find more commonalities while still having fundamental differences which he hopes we can all appreciate. Chairwoman Wong said that she didn't know if former Trustee Smith submitted his evaluation. Trustee Devine said that he knows that a lot has changed in the last week and that this is a Board in progress and that he doesn't mean this as a negative but that he does believe that this Board is making steps that he feels a little better about and that this is just a personal frustration on his view on the Board and that he does feel pretty good about where we are going. Trustee Hammerel said that he appreciates Chairwoman Wong bringing this to the Board as it was a great exercise and he loved the format. We are all on the same page as we have agreed upon the kind of discontent and some frustration; the next question is what do we do with this information and move forward as a Board. Trustee Devine said that what he took out of this, and he did appreciate it, is that this Board has similar frustrations that can spur conversations. Having one of our Trustees resign after this was done does kind of throw off the discussion but we are learning from it and so an open discussion amongst ourselves to discuss how we are going to honor our positions and each other might be a good next step. Chairwoman Wong said that she appreciates the honest and reflective comments and stated that it gives her a perspective of where the Board members are coming from and because we can't talk to each other it is sometimes hard to see where a Board member is coming from so

this helps identify the individual's perspective and helps her to make better decisions. Chairwoman Wong said that she rated everything in progress which has more to do with being a new Board member so for her, everything is in progress and she is learning something new. Trustee Callicrate said he too is learning new things even though he has been on this Board before. There are four distinct perspectives and his biggest concern is item b. the governing policies and he realizes that all of the Board members are trying to get to the same results. The District does have some policies in place and he admits he is not up to speed on all of them so he thinks that a review of the policies with District General Counsel is a good first step and that maybe, as a Board, we need to look at all of them so we are completely aware of what they are and then beginning next year, go through them. He thinks that there is some misunderstanding of the policies and going by what he has learned before, they have changed. Chairwoman Wong suggested that the Board formalize a four year time frame and that every January they review all the policies and then create a specific time frame. General Manager Pinkerton said that Staff has been looking at and working on them with our legal team but that Staff hasn't had the bandwidth to complete that task. District General Counsel Menchetti agreed that this Board took on an awful lot and that the function now should be prioritizing these items, have Staff look at them, update them, and then address them one after the other. Chairwoman Wong thanked the Board for doing this assessment and asked that the Board commit to doing this each July and then present the assessment each September.

**b. Draft District Strategic Plan; review and discussion
(Requesting Staff Member: General Manager Steve Pinkerton)**

General Manager Pinkerton gave an overview of this agenda item.

Trustee Hammerel asked, referencing agenda packet page 15, the last paragraph, what is the process of collecting this reviews. It seems to him that having an annual customer satisfaction survey that is sent out to our residents and then works back into our discussions. On agenda packet page 10, objectives, he would like to add a fifth bullet that says development of a District-wide customer survey or poll and to devote Staff to standardization of the questions

across the venues. He remembers getting surveys from Northstar, etc. and that this would allow us to do a comprehensive survey that we could track year over year and that can stand the test of time. He would like the benchmarks to be established in 2015/2016 and then measure and report back. General Manager Pinkerton said that the District does have the net promoter score (NPS) right now so if you want more than this would be a larger initiative. Trustee Hammerel said that he is sensitive to the fact that he is throwing this in at the eleventh hour but we don't have a formal and consistent process for all residents to complete. He has lived here for eleven years and he has never filled one out so he just wants to put that out there. Trustee Callicrate said, on agenda packet page 19, it sounds like it is a definitive thus he is concerned about the perception as there are many in the community who aren't ready to embrace it at this time or in the near future so he is concerned about the wording in here. General Manager Pinkerton said that Staff debated this internally and that we can wordsmith it but Staff wanted to reflect that it is included in the adopted budget. Trustee Callicrate suggested a clearer picture be set as he knows that the budget was adopted but as someone who voted against the budget, he wants to identify it as planned. Trustee Devine asked for a suggestion from Trustee Callicrate on how he would like it to read; Trustee Callicrate said, to him, working through the approval process sounds like it is a done deal and that he knows that there are those who are going to nitpick so perhaps showing that it is proposed but not adopted. Trustee Devine thanked Trustee Callicrate for that feedback and said that perhaps not adopted could be put in parenthesis. Trustee Callicrate suggested future would be receptive. Director of Asset Management Brad Johnson said that he would suggest work through the approval process of the proposed Diamond Peak Master Plan; all Board members were accepting of that wording. Chairwoman Wong brought the Board back to Trustee Hammerel's suggestion. Trustee Hammerel said he just wanted to drop that nugget and that he would love to hear feedback as he feels it is important to collect a standardized measurement of our District as there is nothing that is standardized where everyone is invited to participate. General Manager Pinkerton asked if this would be a micro look. Chairwoman Wong said the Board doesn't want to set the how and that she didn't think this would hinder moving forward. Trustee Hammerel said he would like it laid out as a budget initiative and perhaps this can be done with FlashVote but he doesn't know and he wanted to throw it

in there before this was signed and sealed. Chairwoman Wong summarized that the objective could read explore a comprehensive evaluation tool/survey going to all residents to measure customer satisfaction.

c. Discussion regarding the 2016/2017 Operating Budget (Requesting Staff Member: Director of Finance, Accounting, Information Technology and Risk Management Gerry Eick)

Director of Finance, Accounting, Information Technology and Risk Management Gerry Eick gave his presentation which was included in the Board packet.

Trustee Hammerel asked if it was technically possible to identify the rack rate for that date or hour. Director of Finance, Accounting, Information Technology and Risk Management Eick responded that this is the exact direction to have you talk about which is the posted price. Chairwoman Wong said that if we did move to that level of reporting, how does that affect the comparison? Director of Finance, Accounting, Information Technology and Risk Management Eick said it doesn't help us at all as we have been changing this for the past two or three years. He has given this a lot of thought and he would say that the comparison of budget versus actual is the most important and that the decision has to be consistent with that year. Staff has always been consistent with net results and it will be hard with it grossed up however this is important to us to know this because we are buying these point-of-sale systems. Chairwoman Wong said that this has the potential to significantly increase our revenue line and increase our discount lines. Director of Finance, Accounting, Information Technology and Risk Management Eick said that is true however in our audit report, which is the highest level vision, it will remain net; there is nothing that will let us gross these up and create real mismatches. Trustee Hammerel said with a dynamic pricing strategy it more accurately reflects the discounts given so are there any negative impacts to the high or low number in reporting. Director of Finance, Accounting, Information Technology and Risk Management Eick said there is no impact and that some people think it would be a good measure. His greatest hesitation has been measuring against the rack rate because we haven't always been able to say, as an example, that our Championship Golf

Course is a \$179 per round golf course because it is more attractive to customers shopping golf rates when we say our golf rates start at \$79 which we all know is a teaser rate. There is a lot of merit from both marketing and management to our users and having the flexibility and focus on variability. This would be allowing us to tell you what we collected as people want to know what we might have gotten another way. The discussion continues to be about what is the value to being a resident and we have implied a value in a price and not measuring it is the complaint. Staff is asking because the question is about demonstrating value and do we want to go there. General Manager Pinkerton said that if you were to go out right now, as a passholder, you would pay \$60 instead of \$120. October 1, that same passholder will pay \$35 instead of \$70 or in the morning pay \$90 instead of \$190. Chairwoman Wong asked about doing a supplemental disclosure. Director of Finance, Accounting, Information Technology and Risk Management Eick said we can do it in our statistical section and call it a management report instead of a financial statement. Staff is very committed to working towards, feels good about dynamic pricing and other measurements, and would like a couple of months to work on it. Trustee Callicrate said that it sounds like it will be pretty effective with revenues and clearer to residents so if it will work, let's not screw around with it and let's be consistent with it for the upcoming years because, in this case, change is not a good thing. Trustee Devine asked if this kind of reporting will help golf management look at being more efficient. Director of Finance, Accounting, Information Technology and Risk Management Eick said yes and it will apply in both golf and ski. It will be a very effective focal point to understand about adjusting pricing and it is another evolution of yield management. Trustee Devine said so this is reporting thus does it help Staff or is it more of what we need to hear. Director of Finance, Accounting, Information Technology and Risk Management Eick said we will start having performance measurements and that management without reporting would leave a void. Trustee Devine said so this is important to the Board but more important to management. General Manager Pinkerton said we need to factor back in our discounts as that will help the Board when they compare us to others. Trustee Hammerel said that he is in favor of dynamic pricing and reporting and that he wants to measure the discounts on posted rates. Chairwoman Wong said so the Board is all on board with dynamic pricing but she still has concerns with the reporting and would like it presented as a

footnote or supplement as it could be very misleading from what has been presented in the past however she does recognize the transparency. Director of Finance, Accounting, Information Technology and Risk Management Eick said so the goal is to look the same year to year and then have another report to explain gross up. Chairwoman Wong added and make it consistent across the venues.

General Manager Pinkerton then asked when the Board wanted to hold a special meeting to discuss the Diamond Peak Master Plan; the Board agreed that October 14 works best at 5:30 p.m.

Chairwoman Wong opened the matter for public comment.

Aaron Katz said he is very disturbed by the last comments made by Staff and here is the conflict – Staff doesn't want to share the truth and what Staff wants to share is would have, could have. As far as sharing a value goes, many of us feel there is no value therefore it is subjective. When you start playing with the numbers because of a preconceived notion, that is not being truthful and that is his objection. When he first came here and looked at the financials, sales, and fee revenue and as he learned more and more he saw this to be untrue and this just continues with the untruthfulness. Judy has been playing with opengov.com and what you can do is to take a look at services and supplies and you will see \$3,500 worth of employee discounts and that means \$3,500 worth of phony revenue declared under sales and fees. Mr. Dobler recently found that there has been \$315,000 which represents punch card allowances. These are not dollars taken in for guest fees and this is not real revenue rather it is phony revenue and he wants to know the real numbers and he doesn't care about the discounts. Let's get to reality so we can get to the truth, that's what he wants.

Andy Whyman asked if dynamic pricing increases the net revenue and if so by how much and what is dynamic pricing all about. For the fourteen years he has lived here, he has never had anybody thank him for subsidizing their costs and that he has come to the conclusion that is what he is doing. He would like to redirect his subsidy to programs during the summer for youth rather than to golf or ski and that this is a value statement he is making; he would like to redirect some of his Recreation Fee to what is important to him.

Barbara Perlman-Whyman said that she was late in turning in her request to speak as she was waiting to hear the words that came out of the Trustees mouths. It is bothersome and there was no talk at all for the person whom will be selected about what will be done to bring them up to snuff. She understands having ground rules but it is important to know the Open Meeting Law and know the perimeters and structure under which they will be operating. Part of what the community wants is to have people with knowledge as this Board is dealing with a lot of important things. She has a great respect for the role and understands it is not easy. It is not understandable when one comes on the Board therefore you need to have some common boundaries from which to operate. She would like to hear from all the Board members, in terms of a commitment, to pull all of this together because whoever comes in we need to work it out.

F. PUBLIC COMMENTS*

Aaron Katz passed on his opportunity to comment.

Andy Whyman said so Jim Smith has left the Board and that he wasn't here when that happened and that he isn't pretending to know all the details. He was a controversial figure, very high vote getter, and dismissing him from the Chairman's position is virtually unprecedented. He is assuming that things got so bad that the Board could not continue to endure him for another three or four months because that is when the Chairmanship is over. It saddens him that it came down to him as it is his opinion that he was devoted, dedicated, worked his butt off, thought he was doing the right thing, and spent countless hours working for the community. He understands that the Board members told him he was misdirected and that they wanted him to leave the Chair position and that he chose to leave the Board entirely. In medicine, when one dies, you do an autopsy. When it is a suicide, we try to figure out what did we do wrong. It is always a good idea to do an autopsy to think through how you do things. He applauds Mr. Smith's efforts on behalf of this community and that he would like to voice support by giving him a plaque or something to value his effort.

G. ADJOURNMENT (for possible action)

The meeting was adjourned at 4:08 p.m.

Respectfully submitted,
Susan A. Herron, CMC
District Clerk

MINUTES

SPECIAL MEETING OF SEPTEMBER 16, 2015 Incline Village General Improvement District

The special meeting of the Board of Trustees of the Incline Village General Improvement District was called to order by Chairwoman Kendra Wong on Wednesday, September 16, 2015 at 3:00 p.m. at the Chateau located at 955 Fairway Boulevard, Incline Village, Nevada.

A. PLEDGE OF ALLEGIANCE*

The pledge of allegiance was recited.

B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

On roll call, present were Trustees Bill Devine, Jim Hammerel, Kendra Wong, and Tim Callicrate.

Also present were District Staff Members Director of Human Resources Dee Carey, Director Finance, Accounting, Risk Management and Information Technology Gerry Eick, and Marketing Manager/PIO Kayla Anderson.

Members of the public present were Don Epstein, Bea Epstein, Jeff Warner, Bruce Simonian, Pete Todoroff, Chuck Otto, Paul Reynolds, Aaron Katz, Jim Clark, Sarah Vidra, Mike Chamberlain, Steve Dolan, and others.

(53 individuals in attendance at the start of the meeting which includes Trustees, Staff and members of the public.)

C. PUBLIC COMMENTS*

District General Counsel Devon Reese read the public comment statement included on the agenda. Chairwoman Wong asked for respect today.

Don Epstein said that he went over the information a bunch of times and that he had some questions for consideration; he has been coming to these meetings for close to twenty years and he is seeing names on this list that he has never seen come to a Board meeting so he would ask that the Board consider those that have shown interest. Further, there are a couple of people who are suing the District so they sue you and then you hire them seems like an oxymoron in his personal opinion as well as could be a conflict of interest. A lot of people have excellent qualifications however he has never seen them at a meeting, never met

Minutes

Meeting of September 16, 2015

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them, and doesn't know who they are therefore he is suspect of their agenda. In closing, he would ask that the Board consider experience and being at the meetings.

Bea Epstein congratulated the Board on the professional manner in which they are filling the vacancy as we don't want Washoe County to fill it and that this complies with that required timeline. She would echo what Mr. Epstein said earlier and agree that some of the candidates she hasn't met and that they have never been to the meetings so she is concerned about preparedness and knowledge of the Board. Some are repeated litigants and others have run and received few votes. The candidates should remember that this body is entrusted with our assets and that they are Trustees not representatives of a locale. Let yourself be guided by ethics and ambition in your selection to fill that fifth chair.

Pete Todoroff said he has lived here for thirty five years and has attended almost every meeting except when he was hospitalized. One of the candidates, who he is guessing is too embarrassed to associate with another, is using her maiden name and already works for the Citizen Advisory Board. Judy Miller and Aaron Katz, parcel number 128-052-09 as of July 1, 2009 are listed as joint owners of 970 Mica Court and they were married in New Zealand on Ski Mountain which is an active volcano; just wanted to make this information known.

Aaron Katz said that he had three matters; when is our Staff going to do its job as he has found another parcel that has two dwelling units on it and they are paying one recreation fee and it is a black and white issue – address is 959 Fourth Green; second item is Staff is guilty of violating the public records act and he has it all here in writing and he is asking this Board demand Staff to turn over the records; and the third item is the process for today. On September 3, he announced to the Board that he knew that Mr. Wolfe was going to be the designated new Trustee. He was the first one to make an application and is the first one to be interviewed. Mr. Wolfe was part of the coup to get rid of Mr. Smith and he is not appropriate and lacks the temperament for a Trustee. Mr. Katz then began to make some very personal and ugly remarks and Chairwoman Wong gaveled down Mr. Katz. District General Counsel Reese asked Mr. Katz to not continue with his comment in the vain in which he was proceeding. Mr. Katz countered that he was speaking facts. District General Counsel Reese asked Mr. Katz if he had a written statement and Mr. Katz said that he did and that he was going to file an Open Meeting Law complaint. This ended Mr. Katz' public comments.

Jeff Warner said he is all in for Ben Carson, sorry, wrong meeting. Mr. Warner then thanked the Board for doing what they do and representing our community and he understands that it can't be fun and it can't be fun being lectured. He watched Mr. Wolfe while he was on the Board and while he doesn't know him personally, he did watch the way he conducted himself. He has no personal agenda, has the best interests of the community in mind, ears that can listen, and he has a heart for this community. Mr. Warner concluded that he is not going to lecture you as he knows that each member is dedicated to serve our community and that you don't deserve these attacks because this is a thankless job so he thanks the Board members for doing it and that he is endorsing Mr. Wolfe to fill the vacancy on the Board.

Chuck Otto said that he would like to correct the record with regard to something that Mr. Katz said and that was he named Mr. Wolfe, Mr. Simonian, and Mr. Brockman thus he was only 33% right which is considerably more right than he normally is. At the last meeting, the Board agreed on a plan and a process and it was one of the more collaborative and productive sessions thus this Board is off to a good start. Fulfill the thirty day timeline as you have nine candidates that have self-nominated and submitted applications. They have varying backgrounds, qualifications, etc. and he would suggest that one candidate be selected today. Allowing the Washoe County Commissioners to make the selection is not the right outcome as it is giving the power to an entity that is outside of this community and would be widely criticized by this community. Resign today if you can't do it and know that Washoe County took our tax dollars and is right now, at this very moment, trying to get the money back at the Supreme Court. Best wishes on the selection and control our own destiny by electing and selecting our own Trustees.

D. APPROVAL OF AGENDA (for possible action)

Chairwoman Wong asked for any changes and hearing none deemed the agenda approved as submitted.

E. GENERAL BUSINESS (for possible action)

E.1. VACANCY ON THE BOARD OF TRUSTEES (Please note that the items included in this section will have a single public comment period)

- I. Confirmation, by District Clerk Susan Herron, that all candidates have executed the Declaration for

Appointment to the Office of Incline Village General Improvement District Trustee

District Clerk Susan Herron confirmed that Declarations for Appointment to the Office of the Incline Village General Improvement District Trustee has been received by nine (9) out of the ten (10) listed candidates and that candidate Robert Olmer withdraw therefore he did not execute a declaration. No change has been made to the interview schedule as that would have been unfair to the remaining candidates.

Chairwoman Wong said that public comment will be held after the interviews, the Board will take a recess to evaluate and get their own thoughts together which allows the Board to get public input and that this is the fairest way to go about this. Chairwoman Wong said that she appreciated that ten (10) community members stepped forward for this position and that we are coming up on an election cycle therefore anyone that applied should consider running in the next election cycle.

3:20 p.m. II. Interview of the Ten (10) Candidates – there will only be nine (9) candidate interviews as one (1) candidate withdrew

Joe Wolfe 3:20 p.m.

Mr. Wolfe read his opening statement.

The following off script questions were asked and answered:

Q: You had an opportunity to run again but chose not to and now you have thrown your hat back in the ring again; what has changed, why interested now, and do you have an interest to continue after sixteen months.

A: Why now – didn't want the idiot cave people to get this job and since he thought that was what was going to happen, he threw his name into the ring. As to running again, will answer that in a week or two.

Q: You went through the selection process of our General Manager and you voted our General Manager the lowest; how do you plan on dealing with him as the lowest pick.

A: The vote went against him and sometimes it is good when that happens. He worked fairly well with the current General Manager when he was Chairman and he learned to respect his different style of presentation and the way he addresses issues and problems; he thought they worked pretty well together.

Mr. Wolfe reading his closing statement and wished the Board the best of luck.

The Board of Trustees, having ended before the scheduled next interview time, recessed until 3:40 p.m.

Judith Miller..... 3:40 p.m.

Ms. Miller read her opening statement.

Q: If you were a part of this Board and the Board established a policy and execution didn't meet your expectations, how would you handle it.

A: Put it on the agenda and discuss it with the other members of the Board.

Q: You have had criticism of the District, Staff, and the Board as a whole; how would you work productively with everyone moving forward.

A: Many of her criticisms evolve from the lack of transparency and if everyone has all the facts and without bias then there would be a lot more agreement and that still doesn't occur.

Q: You participated on the Diamond Peak Master Plan Steering Committee and the group failed to reach a consensus; how do you think you will help to be more cohesive rather than more divisive.

A: She can't make the Board more cohesive as that has to be a choice of every member of the Board. She has worked with or watched a group work together and when they don't share a common belief you have to try to incorporate the views of the

minority with the views of the majority. Sometimes it is not possible but you get a feeling of working together. You have to use different means to obtain an objective. There has to be more give and take without drawing a line in the sand by the majority.

Q: Do you have references at the San Jose Airport that the Board can follow up with.

A: It was fifteen years ago and she retired but she has worked with Kris Bart and Dave Gotchiel at the Truckee Airport; a lot of people settled here so she could locate someone.

Q: How do you respond to residents that say you will be the mouthpiece of Aaron Katz.

A: One doesn't always march to the beat of the same drummer.

Ms. Miller read her closing statement.

Frank Wright 4:00 p.m.

Mr. Wright read his opening statement.

Q: We are totally open to everyone who has applied and yet it sounds like you have given up on that. This Board is not approaching it that way and your feeling is that you are not a viable candidate. He is confused with that as he is hearing that you shouldn't bother.

A: Sometimes he is in awe of the things that this Board says or does and in taking a poll of those in this community the first thing he would state is that he belongs on this Board. Talk to the people who have put the members on the Board and they have an influence that is outrageous and their influence seems to be guiding the list. He doesn't fall into that crevice or with the things they do. It is not too hard to figure out his chances and someone who called him a cave person and this was a person who was sitting right here well he is a cae (cares about everything) person and he wants this Board to stop and think about the qualifications of those that are coming before them. He is outrageously good but it is this Board's choice and this Board should pick the one that will do exactly the best for

every citizen living here in both Crystal Bay and Incline Village and not the golf courses.

Q: If we were to give direction to Staff and that direction has not met your expectations, what would you do about it.

A: As an individual, he would confront that employee and ask why it wasn't done and ask about the corrective action.

Q: The Board voted as a whole and you didn't agree – what then.

A: If the Board voted as a whole, he would go along with it and accept it for what it is.

Q: In 2012, when we both ran, you didn't make it past the primary and claimed we bought this position on the Board. In 2014, you ran again, unsuccessfully, and claimed the problem was that a handful of Crystal Bay residents didn't receive their sample ballots and they were disenfranchised. If you are unsuccessful today, who will you blame that on.

A: He was waiting for this ludicrous question; he lives and works in a town where it is very difficult to get elected as a Crystal Bay resident. When he lost the election, he came to the realization that he wasn't going to win an election in this town even when we have the best possible candidate from Crystal Bay they are not going to be elected so this is not going to be embarrassing for him. He was disenfranchised because the ballot didn't get out and he was sorry that Washoe County didn't throw out those results but they didn't and he was sorry for that. It would have been wrong to challenge that and the end results were unfair. If he did something about it, he would be chastised so it doesn't make him less of a man or make you more of a man.

Q: How do you plan on working positively with the Board and the General Manager.

A: He is not a dumb person and there are personal issues with him. When things come before him, as a professional, he will deal with them in a professional manner and move forward. A Trustee is not representing themselves rather they are representing the people and their children and he wants people to have what they deserve. He will work as well as he can and if you talk to anyone, when there have been

differences of opinions, he is approachable and he doesn't hold grudges rather he will seek one out and talk because that is his nature.

Q: So if we agree with you then everyone who comes to this table who gives public comment regardless of the issue should be speaking in a professional manner.

A: He agrees with that. People who come here and make derogatory comments, under the NRS, they are allowed to but should they or should they hold their tongue. Emotions get to them and this is a public forum so it is a chance to be heard and while one might not like it, let them say it and go forward. There is a fine line with character attacks and some he finds questionable.

Mr. Wright gave his closing statement.

Robert Vidra..... 4:20 p.m.

Mr. Vidra gave his opening statement.

Q: As a Trustee, you may be in a position to make a decision about your wife's career.

A: My wife works for WasteNot and the more important decision is as a town and the containerization of trash. He wouldn't however sit on a disciplinary committee.

Q: Explain your background with regard to financial knowledge and leadership.

A: He is a manager and runs a local business. He has had to deal with interactions of hiring friends and he always did what was right for the business which is the experience that he will bring forward.

Q: What do you foresee to be the District's biggest challenge.

A: Communication and to all the different parties. Communication is a big part of his job and his business. It is important what to say and how you say it as well as whom you are talking to. The District does a great job with tourism but it needs to do a better job with residents and part-timers.

- Q: What is the role of a Trustee.
A: Represent the residents of Incline Village and make decisions for the town.
- Q: What resolution would you seek when the Board is split on a matter.
A: Everything is about compromise and you can't please everyone all the time. If we all have the same end goals then getting there can vary. It is about making compromises and using the commonalities to communicate.
- Q: Are you familiar with Ordinance 1 and communication on the Diamond Peak Master Plan.
A: Yes, he is familiar with them. There needs to be a lot of communication that needs to go on so we hear everyone's opinion.
- Q: Are you well versed and what are your thoughts.
A: Not as well versed as he would like to be but he does know that it is a summer attraction in the eighteen million dollar range. It would be a great discussion to have and continue to look at the positives and who all is affected.
- Q: You are a relatively new name as a Trustee so why and why now.
A: Thinks this Board could use a little fresh blood and he understands that the Board felt beat up and thought that by interjecting someone who is new and with a fresh outlook would be good. He has lived a lot of places and Incline is his home and he doesn't plan on leaving. It is really important to him that the decisions be made in that spirit and focus on what's best for the community.
- Q: The Board gave direction to Staff and it is not meeting your expectations; what would you do.
A: Talk to the manager's involved and talk to the people on the ground; that is where he would start to figure out the resolutions needed.
- Q: Do you have an overall sense of what the role of a Trustee is.

A: Guide IVGID in its decisions that they are making with amenities, etc. and maintaining sewer and trash. It is a very important role and the Board should guide the managers.

Mr. Vidra gave his closing statement.

~~Robert Olmer 4:40 p.m. Withdrew~~

The Board of Trustees, having ended before the scheduled next interview time, recessed until 5:00 p.m.

Steven Kroll..... 5:00 p.m.

Mr. Kroll gave his opening statement.

Q: What is the role of a Trustee.

A: Basically, the top of the pyramid. They supervise the services that IVGID is licensed to give. The duty is to oversee the efficient management services and bring them in at the lowest possible price for those that have to pay for them.

Q: Please speak to your involvement in the community.

A: Embarrassed because he does things because he wants to do them and that do benefit the community. He has tutored the kids at IES and IMS and has twice taken care of the dogs that have been thrown into the trash. He was on the CBGID Board and Chairman for many years thus he has always worked in the community. He thinks the community has deserted him and thus he has lost his desire to contribute.

Q: What is your background in finance, leadership, etc.

A: He is licensed to practice law and what is needed is people with common sense and that the idea of having to have a college degree to serve in any capacity well we should be looking for someone who has common sense, learned from life, has a commitment to this community and energy and that is what he would bring.

Q: The Board gives direction and it is not up to your expectation; what is your first step, as a Trustee, to address it.

A: Don't quite understand the question but if the Board gives instruction to the General Manager and his problem is with how it was carried out then that is an important question as the Board has only one employee who is the General Manager and that employee speaks for you and when he doesn't carry out the Board's direction then what people see is what came from the Board. Having a close watch on your principle, the General Manager, is extremely important. He wrote twice to the General Manager, as a member of the community, and he never got a response and thus he never wrote again and went elsewhere. Because that person represents you, you hear about it and there is bad business, then it is important, of course, to speak with your employee. It should be done in public so the public can see you are in charge. Citizens do not realize that the Trustees are in charge and not the Staff.

Q: Tell us about a sensitive personnel related issue you have had to deal with.

A: Personnel issues are always challenging and Trustees shouldn't be making attempts to correct personnel issues rather they should occur from management. Gave an example about CBGID and its finances and said that balancing fairness against duty is also a problem. Having a close rein on the General Manager is important because when things go wrong, they should be discussed, corrected, and then go forward.

Q: You have mentioned the General Manager relationship and talked about closely overseeing, how do you envision a day-to-day role.

A: If I were appointed, he would have a couple of pieces of legislation that talk to that in an indirect way. First thing he would put on the agenda is the election of Trustees but not from an area at large but rather from a geographical area. He would like the Board to talk about this and then gather information and then talk to the General Manager as a collaborative matter. Last year, he went to a Trustee to get help and it didn't happen.

Q: You have said you hope to represent the Crystal Bay residents but how do you plan on representing the Incline Village residents.

A: A Trustee owes his or her obligation to all residents of IVGID. He would make it more democratic by doing it by area rather than at large. Turning it around, how do the people represent the people of Crystal Bay rather than Incline Village. The second thing he would propose is that the IVGID Board place on the agenda an item that would allow Crystal Bay to secede from this organization. The beach problem is extremely serious. Feelings are so huge, differences so vast, that he would propose the withdrawal of Crystal Bay from the District. We are no better than anyone else and we get nothing extra so let's make that a fact by allowing us to withdraw and arrange services via a contractual service. Having the rest of the District elected by areas and discussion of withdrawal are important matters to talk about.

Q: Please give some examples of differences setting the beaches aside.

A: We have no representation at all and the beaches are a big factor. It is a question of equality and he lives on the lake so he is not interested in going to the beach because he has a beach. The Crystal Bay people do not have a voice in the \$730 or a voice in the \$100 and it is his belief that these figures are skewed to allow Crystal Bay residents to support Incline Village residents to get a \$100 beach fee; taxation but no voice at all.

Q: If Crystal Bay were to secede or retract itself from the general improvement district, how would Crystal Bay go about having the services mandated by the government such as fire suppression and drinking water.

A: These are serious questions that need to be discussed and those are the kinds of details that need to be worked out. When talking about water, it is important to know that there is a lot of misinformation out there and that everyone should take a look at the record as the merger was ordered by Washoe County. In incorporated areas of Washoe County, withdrawal can be worked out by contract. The mechanics are not hard to do and it can come from within this Board. Look at this as a

marriage that didn't work out and no one needs to cast aspersions as this is just a divorce situation. Work from within to get rid of problems and not have those things imposed from without. Talk about a divorce and while unpleasant and terrible, people make mistakes. Remember that Crystal Bay made a substantial financial contribution in the merger that consisted of both property and money. You and we are the problem here and the community has become something less than the entire community.

Mr. Kroll gave a closing statement and said if not him, then Ms. Miller.

Rollen Casselberry..... 5:20 p.m.

Mr. Casselberry gave his opening statement.

Q: How would you negotiate when a decision is split and then communicate with your constituents.

A: Is it possible to be split; yes – could be 3 to 2. If 3 is the decision then explain that to the constituents and explain his arguments and tell them there were better arguments and that it was a Board decision and not an individual decision.

Q: You are a member of the Board that gave direction to the Staff through the General Manager and you wanted a certain building painted blue and to you it is not the blue you wanted it to be. As a Trustee, what is your first step.

A: He would try and find out where the breakdown in communication came from and the individual responsible for that error. If it was a subordinate, move then repercussions could be termination. First though find out where the breakdown in communication occurred.

Q: What is the role of a Trustee.

A: Responsible to manage the assets of whatever they might be entrusted with such as our beaches, ski resort, golf courses, buildings, pipelines, etc. and in a conservative manner.

Q: What is the most important challenge facing the District and what are your recommendations for resolution.

A: It seems that we have a lot of people in town that don't communicate how they feel about what is going on and that is the major obstacle for this Board because it is hard to know what they want when they don't speak up. FlashVote, streaming live, etc. are all advantageous to us who can't or won't commit. Another challenge is the Diamond Peak Master Plan because we don't hear a lot of the discussion about private enterprise and he would like to see a little bit more of that and lessening the risk to the residents and putting the risk out to someone who is willing such as a private company. So communication and getting the community and individuals in the community to voice their concerns is a huge obstacle as a Board because it is hard to make a decision when you don't know what you are fighting for.

Q: What steps would you take to reach them.

A: Continue the work already being done and access them through the Internet, newspaper, be inviting, and invite them again.

Q: How would you handle a sensitive personnel issue.

A: Mr. Casselberry discussed disciplining a subordinate for dereliction of duty and having that subordinate understand that it wasn't his decision rather it was above him.

Q: Know your name from the community but this is the first time you are throwing your name in; why now and why is now the right time.

A: He did answer that in his letter of interest; he has time that he didn't think he had and he is not as involved as he should be, could be, or wants to be. The main reason is he wanted to be sure that there was one candidate that he trusted and he trusts himself. He doesn't have much experience and the only committee he was on was when he worked at the Hyatt and that was for eight or ten years. Leadership skills he possesses from various sources. The main reason was he wasn't sure what we were going to get. After noticing and reading the resumes, he was very pleasantly impressed. He doesn't envy the Board's position and he thinks we are going to be fine as we have quality individuals.

Mr. Casselberry had no closing statement.

Carolyn Stark 5:40 p.m.

Ms. Stark gave her opening statement.

Q: What is the role of a Trustee.

A: Fiduciary responsibility, operate within the legal confines of the NRS and the Open Meeting Law, oversee the assets, guard and take care of the assets, and the employees are part of the assets of IVGID. At times, the employees have a hard time as they have been called out in public and she knows that is part of an open meeting; she has recently seen smart goals and employee recognition.

Q: What is the District's most important challenge.

A: The most important challenge is the financial challenge which includes the Diamond Peak Master Plan and overseeing the budget and preparing for the upcoming budget. The Diamond Peak Master Plan Steering Committee vetted out a lot of stuff and reduced the revenue projections by 25% and reduced the total debt by 30%. They broke down Phase 1 into two components and it is the critical role of the Board to ensure that the markers are met and if they are not met, then make some tough decisions. The current budget is in process so it is critical to review the financial statements to see if Staff is not meeting targets or goals and then meet with Staff to drill down. 2016/2017 budget will be critical to vet some of these things that are coming up such as the Mountain Golf course building, the five year capital plan, whether we are doing a tear down and replacement, not ADA compliant, and not pushing it out. Some businesses and municipalities are getting sued for not being ADA complaint.

Q: How would you negotiate a resolution when there is a split decision on the Board and how would you communicate that to your constituents?

A: With her experience at the Legislature, it starts out as one thing and then after input and listening to experts, something comes out that is completely different. We live in a community of knowledgeable people who are compassionate and

opinionated. It is important to be respectful and understand the problem and to respect and acknowledge the opposing views. As five Trustees, you have not agreed and one example is Ordinance #1. It is not perfect but alternatives were offered and exploring those options and work was done with the other agencies to work out the issues.

Q: You are on the Board and a project was totally implemented that you totally agreed with but in your opinion whatever you thought was going to be implemented was not done; what is your first step.

A: Have to talk about it at a public meeting and vet it. Go through the protocol that is identified to try and figure out what went wrong and where.

Q: What is your background or experience at a Board level.

A: Come here to these meetings, go the Legislature meetings, Washoe County Commissioners meetings, Treasurer on a homeowners association board, and on the Board of the Bear League.

Q: This is the first time you are throwing your name in the hat so why now and why is this the right time and what about the upcoming election.

A: Why now – she got her place in 2009 and moved here in 2010 and the selling of her other home, a year and a half ago, cemented that this is her community. There was an opening now that she felt she is qualified for.

Ms. Stark made her closing statement.

The Board of Trustees, having ended before the scheduled next interview time, recessed until 6:00 p.m.

Phil Horan 6:00 p.m.

Mr. Horan made his opening statement and stated that a possible conflict could be as a member of the Incliners and his positions on the Washoe County boards which he doesn't see as a conflict but if it turns out it was, he would resign from the Washoe County boards.

- Q: What is the role of a Trustee.
- A: It is clearly defined in the NRS which fully discusses the powers; the Trustee represents the organization. Authority to act is for the best interest versus representing that they will handle their constituency. We have different constituencies, and people have different opinions so one would go along with the clear majority and when it is not a clear majority, make the decision that is in the best interest of the community.
- Q: How would you negotiate a resolution when the Board is split and then communicate that resolution.
- A: Start out with that he is on a Board that has positive communication and mutual respect and that there shouldn't be one hundred percent agreement because of the different values, communications, etc. The difference appears and it was discussed professionally with positive alternatives recommended and there was a vote. The Board moved forward based on the vote and we are together as a Board. As to the communication with the constituency, he would just do it and not sugar coat it; we decided as a Board and moved forward.
- Q: What is the most challenging item facing the District.
- A: Financial stability with the balance of the level of service and the Recreation Facility Fee and activities and the Diamond Peak Master Plan and he would suggest that the Steering Committee has done a magnificent job and that their recommendations have some merits. In any master plan, you are always re-evaluating and the plan is only as good as the assumptions so re-evaluate as you move along. He has a little concern about the financial projections and them panning out so move forward slowly and continue to evaluate.
- Q: Why now and why this time around.
- A: Have thought about it at different times and chosen not to as he was fairly active in other things and he thought they made a contribution to our community and had an effect on us. One is the Board of Equalization and he has been there since 2006 and was part of the Board that moved the tax revolt forward which was meaningful and he did it because it was right. Also on the Board of Adjustments which deals with lot lines, etc.

and others on this Board don't understand the Incline Village weather, etc. For Senior services, he was on the Advisory Board and the accomplishment was the addition of Senior Services here in Incline Village as there was always the complaint about nothing being provided here and during that time period he was able to negotiate Meals on Wheels which started in 2013 and in 2014/2015 there were 3,000 meals delivered to Seniors in Incline Village which was a real benefit. He was also on the Health Counsel and he went to a class and learned and studied and then helped people sign up for Medicare when it changed regarding prescription medications. So basically he was doing other things and is now looking for a new challenge.

Q: Policy adopted, doesn't meet your expectations, how would you handle it.

A: Would want to make sure that he was right so he would ensure what he was seeing was right and then have that understanding. In hedging this a little bit, he would go to the Board and ask the question so he understood. Don't think he would go directly to the General Manager but would go back to the Board to confirm the decision. Evaluations are the hardest things you do because you have to have a very clear objective/assignment and if you don't have that then you can't penalize something that you can't measure. So seek agreement with the Board before going to the General Manager who is the Board's only employee; the General Manager manages others.

Mr. Horan made his closing statement.

Matthew Dent..... 6:20 p.m.

Mr. Dent made his opening statement.

Q: What is the role of a Trustee.

A: To set policy, administer management by managing the General Manager, sets the plans for the community and then put a plan together to execute those needs.

Q: What is the important challenge facing the District.

- A: Communication is number one and he would recommend hiring a Public Information Officer who handles all the questions for the community and puts the message out so there are no mixed messages or statements.
- Q: How would you negotiate a split decision and then communicate that to your constituents.
- A: He is in project management so he deals with conflicts and disputes all the time. He has been in the room with nine agencies and throwing the facts out there and then having the logical arguments followed by making a decision. On a 3 to 2 vote, in which he was in the opposition, we stand as a Board and we make decisions as a Board so it is what it is.
- Q: A decision was made, policy was given to the General Manager and Staff and shortly thereafter you aren't seeing it executed. What would you do?
- A: Having one sole employee, he would go through the chain of command and reach out to the General Manager and discuss it with him.
- Q: Why now and why is now the right time.
- A: Saw a need in the community and thought it would be fun.
- Q: This position will be for 15 to 16 months and one of the big decisions forthcoming is the Diamond Peak Master Plan. Have you taken the time to review and absorb everything done by the Steering Committee and what are your thoughts.
- A: He is not up to date on all the facts but he did attend the meetings and believes it is a great thing to have a plan. Regarding the details, he would have to be in your position to fully answer the question.

Mr. Dent made his closing statement.

Chairwoman Wong said that concludes all the interviews at this time and that now is the time for the public to comment.

Don Epstein thanked the Board for their time as you just spent three and a half hours trying to do a damn good job. Please consider that

some candidates answered fully and some answered self-serving. He would suggest that what you do is to listen to what was said and what was not said and omitted. When you make your selection remember you have to represent Incline Village/Crystal Bay community and not just the vocal minority.

Margaret Martini said that this is a tough choice as there are astute candidates and one of the considerations should be that there are some phenomenal, absolutely wonderful resumes and comments, etc. The last three candidates were just unbelievable in their presentations and qualifications. You should consider the fact that it should probably be someone new to this Board.

Bruce Simonian said that there will be a lot of things coming in the next several years and these will be tough decisions so picking a qualified candidate who can stand by that decision and honor it is important. The candidate needs to bring cohesion and play well with others in the sandbox. You have some wonderful candidates so he is confident that the Board will make the right decision tonight.

Hearing no further public comments, Chairwoman Wong called for a recess until 6:50 p.m.

III. Discussion of Candidates by the Board of Trustees

Chairwoman Wong asked for each Trustee to rank their top three candidates. Trustee Devine thanked the nine people that put in and came forward today. In his naming of the top three he is not saying, in any way, that the other six were not good. He appreciated the honesty, got a good feel, and could work with any of the nine. He is confident that we will get a good Trustee. Chairwoman Wong agreed and that any one of the nine should consider running for the position. Let the community get to know you and you know them in a political arena which is different than being a resident in this town. Trustee Callicrate said that he would echo what has been said and thanked the candidates. He went through this process in 2006 so he knows it can be daunting so thank you for your involvement. His top three, in no order, are Ms. Stark, Mr. Horan, and Mr. Dent. Trustee Hammerel echoed the sentiments already said and he knows it is not easy to be on the spot and go through this process so he too thanks all nine or ten candidates and noted that this is an extremely tough decision

but his top three, again in no order, are Mr. Vidra, Ms. Stark and Mr. Dent. Trustee Devine said it is very important to him that we honor the Board mandate and his top three, in no order, are Mr. Horan, Mr. Dent, and Mr. Casselberry. Chairwoman Wong said that she agreed that we are splitting hairs as we have a great pool of candidates and candidate Wolfe, who is a known quantity, received a lot of letters of support; her top three are Mr. Wolfe, Mr. Horan and Ms. Stark. Chairwoman Wong said that it appears that Mr. Horan, Ms. Stark and Mr. Dent are collectively the top three candidates. The Board then discussed the top three candidates.

IV. Recommendation of Candidate (Motion) by the Board of Trustees

I, Trustee Hammerel, recommend that Candidate Carolyn Stark fill the vacated seat on the Incline Village General Improvement District Board of Trustees. No second was made thus the motion failed.

I, Trustee Hammerel, recommend that Candidate Matthew Dent fill the vacated seat on the Incline Village General Improvement District Board of Trustees. Trustee Devine seconded the motion. Chairwoman Wong called the question and the motion was unanimously passed.

V. Appointment of Individual Selected to fill vacancy (Motion)

I, Trustee Wong, make a motion to appoint Candidate Matthew Dent to the vacated seat on the Incline Village General Improvement District Board of Trustees effective immediately. Trustee Devine seconded the motion. Chairwoman Wong called the question and the motion was unanimously passed.

F. OATH OF OFFICE – APPOINTED TRUSTEE (performed by Deputy Washoe County Clerk Ms. Susan Herron)

The oath of office was given to Matthew Dent.

G. PUBLIC COMMENTS*

Phil Horan thanked the Board for the perseverance and congratulated and wished Trustee Dent well.

Caroline Stark thanked the Board for their consideration and support and congratulated Trustee Dent who she said is a good choice.

H. ADJOURNMENT (for possible action)

The meeting was adjourned at 7:15 p.m.

Respectfully submitted,

Susan A. Herron, CMC
District Clerk

Attachments*:

**In accordance with NRS 241.035.1(d), the following attachments are included but have neither been fact checked or verified by the District and are solely the thoughts, opinions, statements, etc. of the author as identified below.*

Submitted by Pete Todoroff: (1 page)

Submitted by Aaron Katz: (12 pages) Written Statement to be included in the Written Minutes of this September 16, 2015 Special IVGID Board Meeting – Agenda Item C – Public Comment – When is the IVGID Board going to compel Staff to comply with Nevada’s Public Records Act (“NPRA”) ? Beach Fund Reserves, California Ski Industry Association (“CSIA”) gold card use, Lake Tahoe Shakespeare Festival corporate sponsorship ticket use.

Submitted by Aaron Katz: (8 pages) Written Statement to be included in the Written Minutes of this September 16, 2015 Special IVGID Board Meeting – Agenda Item C – Public Comment – Another parcel with multiple dwelling units which pays a single recreation (“The RFF”) and Beach (“The BFF”) facility fee. *When is Staff going to do its job?*

Judy Miller are you is too embarrassed to publicly associate you self with Aaron Katz or are you just trying to pull a fast one on the IVGID Board by using your maiden name since it already worked with the CAB.

Let the Records show Judy L. Miller and Aaron Katz APN: 128-052-09

Last Recorded July 1, 2009 are joint owner of 970 Mica Ct. Katz Trust.

Aaron and you were married in New Zealand on Ski Mountain. By the

way is Called Mt. RUAPEHU which is An a Active Volcano. Just thought

the Audience would like to know this Information.

Thank You for your Time.

Pete Todoroff

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
SEPTEMBER 16, 2015 SPECIAL IVGID BOARD MEETING – AGENDA ITEM C
– PUBLIC COMMENT – WHEN IS THE IVGID BOARD GOING TO COMPEL
STAFF TO COMPLY WITH NEVADA'S PUBLIC RECORDS ACT ("NPRA")?
BEACH FUND RESERVES, CALIFORNIA SKI INDUSTRY ASSOCIATION
("CSIA") GOLD CARD USE, LAKE TAHOE SHAKESPEARE FESTIVAL
CORPORATE SPONSORSHIP TICKET USE.**

Introduction: Although IVGID staff disingenuously proclaim they have demonstrated their "commitment to financial transparency," their actions demonstrate that this proclamation could be no father from the truth. And this is the purpose of this written statement.

Nevada's Public Records Act: NRS 239.001(1)¹ declares that in order "to foster democratic principles...members of the public (are entitled to)...access...inspect and copy public books and records to the extent permitted by law." Therefore "unless otherwise (explicitly) declared by law to be confidential, *all* public books and public records of a governmental entity must be open at all times during office hours to inspection by any person" [NRS 239.010(1)²]. Therefore "the provisions of this *chapter must be construed liberally* to carry out this important purpose" [NRS 239.001(2)¹]. And "any exemption, exception or balancing of interests which limits or restricts access to public books and records by members of the public must be construed narrowly" [NRS 239.001(3)¹].

Are Books and Records Which Evidence the Amount of Reserves Held on Deposit in the Beach Fund Public Records? How many times have we heard Mr. Pinkerton tout how much we have in reserves (more than \$20 Million)? In order to make these representations, he must have access to books and records of account which prove out the statement; right? So wouldn't these books and records amount to public books and records available for inspection by members of the public?

For this reason, on September 15, 2015 I made a NPRA request to examine public records evidencing the amounts on reserve in the Beach Fund as of the last day of the fiscal year, for fiscal year 2007-08 through and including the present. In response Susan Herron refused, instead referring me to IVGID's Comprehensive Annual Financial Reports ("CAFRs") which do *not* declare those amounts. My e-mail request and Susan's response are attached as Exhibit "A" to this written statement.

Are Books and Records Which Evidence to Whom Free Lake Tahoe Shakespeare Festival Tickets Were Given Public Records? Did you know that IVGID staff donated \$2,500 of our Recreation Facility Fee ("the RFF") to the Lake Tahoe Shakespeare Festival as a "corporate sponsor?" Did you know that \$2,500 corporate sponsors receive free "tickets (to festival performances)...private event

¹ See <http://www.leg.state.nv.us/NRS/NRS-239.html#NRS239Sec001>.

² See <http://www.leg.state.nv.us/NRS/NRS-239.html#NRS239Sec010>.

venue use, product distribution and more?"³ So wouldn't books and records evidencing the free tickets and more that IVGID received and to whom they were given and used, amount to public books and records available for inspection by members of the public?

For this reason, on August 17, 2015 I made a NPRA request to examine public records evidencing IVGID's receipt of these benefits for 2015, and to whom they were given and used. In response Susan ignored my request even though NRS 239.0107(1)(a)⁴ instructs that "not later than the end of the *fifth business day after the date on which the person who has legal custody or control of a public book or record of a governmental entity receives a written or oral request from a person to inspect, copy or receive a copy of the public book or record, (the) governmental entity shall...allow the person to inspect or copy the public book or record.*"

For this reason I followed up and renewed my request a month later on September 13, 2015. And again, Susan ignored my request⁵.

Are Books and Records Which Evidence Use of California Ski Industry Association ("CSIA") "Gold Passes" Public Records? Did you know that each year IVGID staff used hundreds of dollars of the RFF to maintain membership in the CSIA? Did you know that every member of the CSIA receives two free "Gold Passes" which allow the holders to ski at any CSIA member resort, including Diamond Peak⁶, *for free*, simply by displaying their pass?⁷ So wouldn't books and records evidencing use of the free Gold Passes IVGID received, and by whom they were used, amount to public books and records available for inspection by members of the public?

For this reason, on August 17, 2015 I made a NPRA request to examine public records evidencing IVGID's receipt of these CSIA Gold Passes for 2015, and to whomever they were given and used. In response Susan ignored my request even though NRS 239.0107(1)(a)⁴ instructs that "not later than the end of the *fifth business day after the date on which the person who has legal custody or control of a public book or record of a governmental entity receives a written or oral request from a person to inspect, copy or receive a copy of the public book or record, (the) governmental entity shall...allow the person to inspect or copy the public book or record.*"

³ See <http://laketahoeshakespeare.com/sponsors/>.

⁴ See <http://www.leg.state.nv.us/NRS/NRS-239.html#NRS239Sec0107>.

⁵ Copies of my e-mail requests to Susan which were ignored are attached as Exhibit "B" to this written statement.

⁶ See <http://f3b5c712cd4b26b6d92b-746437ea85429fc11818082668c1c16b.r27.cf2.rackcdn.com/wp-content/uploads/sites/3/2014/05/Gold-Pass-Download-Package-2014-2015.pdf>.

⁷ See <http://californiasnow.org/goldpass/>.

For this reason I followed up and renewed my request a month later on September 13, 2015. And again, Susan ignored my request⁸.

I Demand That the IVGID Board Instruct Susan to Forthwithly Provide the Requested Public Books and Records for My Examination:

Conclusion: As you can see, IVGID's "financial transparency" assertion is a joke. Whenever a member of the public asks to examine public books and records which may be embarrassing to staff, their request is stonewalled or refused just as what has happened in this instance. Let's see if this Board intends to make a difference or alternatively, become accessories to staff's violation of the NPRA.

And You Wonder Why Our RFF and BFF are as High as They Are? I've now provided more answers.

Respectfully, Aaron Katz (Your Community Watchdog Because No One Else Seems to be Watching).

⁸ Copies of my e-mail requests to Susan which were ignored are attached as Exhibit "C" to this written statement.

EXHIBIT "A"

RE: Records Request - Beach Fund Reserves by Fiscal Year

From: s4s@ix.netcom.com
To: "Herron,Susan"
Cc: "DReese@rkglawyers.com" <DReese@rkglawyers.com>, Wong Kendra Trustee <wong_trustee@ivgid.org>, Devine Bill Trustee <devine_trustee@ivgid.org>, Hammerel Jim Trustee <hammerel_trustee@ivgid.org>, Callicrate Tim Trustee <callicrate_trustee@ivgid.org>
Subject: RE: Records Request - Beach Fund Reserves by Fiscal Year
Date: Sep 15, 2015 9:20 AM

Susan -

They may be "included," but NOWHERE are they stated.

Just because you bundle "reserves" from one fund with "reserves" from another, or with other available cash, doesn't mean that you have disclosed reserves at the end of a fiscal year for a particular fund which is what I have requested.

Now if I am wrong and the records I request are included in CAFRs, please point me to specifically where.

And if I am not wrong, please provide the records I request for my examination.

When Mr. Pinkerton spouts off that "we have over \$1.4M in reserves in the beach fund," there should be records easily accessible to all which confirms the representation he has made.

Otherwise, his representations are false.

I want to examine the records!

And since AGAIN we have evidence of non-compliance with the Public Records Act, I am sending a copy of this follow up request to the Board.

Board, your staff misrepresents to the public that our financials are "transparent."

Here we have a very simple request for a piece of our financials which should be very easy to provide and answers the simple question of how much we had in reserves in the Beach Fund at the end of each fiscal year since 2008. I demand that the Board instruct staff to make the public records requested available for my examination within the next five business days just as the NRS requires.

Thank you for your cooperation and hopeful positive reply.

Aaron Katz

-----Original Message-----

From: "Herron, Susan"

Sent: Sep 15, 2015 9:04 AM

To: "s4s@ix.netcom.com"

Cc: "DReese@rkglawyers.com"

Subject: RE: Records Request - Beach Fund Reserves by Fiscal Year

Hello Aaron,



Our response remains as it was previously; the amounts requested below are included in each Audit Report which I believe you have.

This completes your request in its entirety.

Susan

Susan A. Herron, CMC

Executive Assistant/District Clerk/Public Records Officer

Incline Village General Improvement District

893 Southwood Boulevard, Incline Village, NV 89451

P: 775-832-1207

F: 775-832-1122

M: 775-846-6158

sah@ivgid.org

<http://ivgid.org>

From: s4s@ix.netcom.com [mailto:s4s@ix.netcom.com]

Sent: Tuesday, September 15, 2015 9:01 AM

To: Herron, Susan

Cc: DReese@rkglawyers.com

Subject: Records Request - Beach Fund Reserves by Fiscal Year

Hello Susan -

I've asked to examine these records before and you've refused. So I am asking for them again.

I want to examine records which evidence:

1. The amount of reserves assigned by staff to the Beach Fund as of June 30, 2008;
2. The amount of reserves assigned by staff to the Beach Fund as of June 30, 2009;
3. The amount of reserves assigned by staff to the Beach Fund as of June 30, 2010;
4. The amount of reserves assigned by staff to the Beach Fund as of June 30, 2011;
5. The amount of reserves assigned by staff to the Beach Fund as of June 30, 2012;
6. The amount of reserves assigned by staff to the Beach Fund as of June 30, 2013;
7. The amount of reserves assigned by staff to the Beach Fund as of June 30, 2014;
8. The amount of reserves assigned by staff to the Beach Fund as of June 30, 2015; and,
9. The amount of reserves assigned by staff to the newly created Beach Special Revenue Fund as of July 30, 2015.

Thank you for your cooperation. Aaron

EXHIBIT “B”

Re: Records Request - Consideration Received From Lake Tahoe Shakespeare Festival - Follow Up

From: s4s@ix.netcom.com
To: Herron Susan
Cc: "DReese@rkglawyers.com" <DReese@rkglawyers.com>
Subject: Re: Records Request - Consideration Received From Lake Tahoe Shakespeare Festival - Follow Up
Date: Sep 13, 2015 5:35 PM

Where are my records Susan?

And why do I have to initiate follow up four weeks (rather than 5 business days) after the fact?

And since a copy of this e-mail is going to Mr. Reese, how about having your "of counsel" Mr. Manchetti providing the answer? Surely he knows what happens to the freebies given to \$2,500 corporate sponsors like IVGID.

Aaron

-----Original Message-----

>From: s4s@ix.netcom.com
>Sent: Aug 17, 2015 7:49 AM
>To: Herron Susan <Susan_Herron@ivgid.org>
>Cc: "DReese@rkglawyers.com" <DReese@rkglawyers.com>
>Subject: Records Request - Consideration Received From Lake Tahoe Shakespeare Festival
>
>Hello Susan -
>
>Another records request.
>
>So it appears IVGID was a corporate sponsor for the Lake Tahoe Shakespeare Festival. I previously wrote to you about this sponsorship which at the time was not designated to be "promotion" on the Mountain Course's behalf. But apparently that's what it is now being called in performance programs.
>
>As a corporate sponsor, the Festival gives a series of "benefits." So I would like to examine records which evidence:
>
>1. Who on IVGID's behalf approved the sponsorship payment?
>2. Any writings which were sent to the Festival together with payment (such as application for sponsorship);

>3. Any writings received from the Festival thanking IVGID for the sponsorship and outlining the kinds of "benefits" to which IVGID was entitled as a result;

>4. Records evidencing every redemption of those "benefits" by or on behalf of IVGID including the names of public employees availing themselves of those benefits;

>5. Payments received by IVGID from those public employees availing themselves of those benefits.

>

>Thank you for your cooperation. Aaron

EXHIBIT "C"

Re: Records Request - CSIA Gold Pass Use - Follow Up

From: s4s@ix.netcom.com
To: Herron Susan
Cc: "DReese@rkglawyers.com" <DReese@rkglawyers.com>
Subject: Re: Records Request - CSIA Gold Pass Use - Follow Up
Date: Sep 13, 2015 5:33 PM

Where are my records Susan?

And why do I have to initiate follow up four weeks (rather than 5 business days) after the fact?

Aaron

-----Original Message-----

>From: s4s@ix.netcom.com
>Sent: Aug 17, 2015 7:54 AM
>To: Herron Susan <Susan_Herron@ivgid.org>
>Cc: "DReese@rkglawyers.com" <DReese@rkglawyers.com>
>Subject: Records Request - CSIA Gold Pass Use
>
>Hello Susan -
>
>Another records request.
>
>As you know last season IVGID/Diamond Peak received two CSIA Gold Passes in consideration of their membership in the CSIA which was paid for with public funds.
>
>Those Gold Passes entitle the holder to snowride any ski area CSIA member for free, up to 50 times in a season.
>
>I would like to examine records which evidence every IVGID employee's/their guests' use of these Gold Passes for the 2014-15 ski season.
>
>Thank you for your cooperation. Aaron Katz

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
SEPTEMBER 16, 2015 SPECIAL IVGID BOARD MEETING – AGENDA ITEM C
– PUBLIC COMMENT – ANOTHER PARCEL WITH MULTIPLE DWELLING
UNITS WHICH PAYS A SINGLE RECREATION ("THE RFF") AND BEACH
("THE BFF") FACILITY FEE. WHEN IS STAFF GOING TO DO ITS JOB?**

Introduction: Although I do not believe it is proper to assess RFFs/BFFs against "dwelling units" rather than "parcels," this is exactly what IVGID does. Each year the IVGID Board ("the Board") adopts a Report for the Collection of the RFF/BFF on the County tax roll ("the NRS 318.201 Report") which assesses each residential dwelling unit as opposed to each parcel. If you want to see an example, go to page 22 of the packet of materials prepared by staff in anticipation of the Board's regular May 21, 2015 meeting¹ ("the 5/21/2015 Board packet") and examine ¶II(A) which states as follows:

"The following annual charges are for the availability of use of the recreational facilities above described, and such charges...shall be collected by the Washoe County Treasurer...(a) \$730 annual base Recreation Facility Fee *for each dwelling unit*, whether such unit stands alone or is part of a multiple unit residential structure and whether or not such unit is separately assessed by the County Assessor; and, an additional \$100 annual Beach Facility Fee pertaining to the use of the beaches or boat launching area."

What is a "dwelling unit?" According to IVGID Recreation Roll Policy No. 16.1.1.2.4²,

"any building or portion thereof, which contains living facilities with provisions for sleeping, eating, cooking, and sanitation."

Well it turns out our IVGID staff ISN'T adhering to the Board's "policy" of assessing each "dwelling unit" which is part of a building containing multiple "dwelling units" a separate RFF and a separate BFF. And that's the purpose of this written statement.

How This Dereliction of Duty on IVGID Staff's Part Costs Local Property Owners: Each year when the Board adopts the NRS 318.201 Report, at ¶III it first determines "the amount of moneys required for the (forthcoming) fiscal year...for the proper servicing of said identified bonds and for the administration, operation, maintenance and improvement of said real properties, equipment and facilities," and then second divides these amounts by the number of dwelling units/parcels. And the mathematical result becomes the RFF and the BFF. Therefore for 2015-16, the Board divided a RFF of

¹ See https://www.yourtahoeplace.com/uploads/pdf-ivgid/BOT_Packet_Reg_5-21-2015.pdf.

² See page 36 at https://www.yourtahoeplace.com/uploads/pdf-ivgid/IVGID_Board_Policies.pdf.

"about \$5,972,130"³ by 8,181 "dwelling units"/parcels⁴ and came up with a RFF of \$730/dwelling unit. Similarly, it divided a BFF of "774,300"³ by 7,743 "dwelling units"/parcels with beach access⁴ and came up with a BFF of \$100/qualified dwelling unit.

It doesn't take a mathematician to understand that if "the amount of moneys required" were divided by more dwelling units, the RFF/BFF for each "dwelling unit"/parcel *would be lower*.

I and others have identified in the past and called to the Board's attention some 1,000 or more "dwelling units" which are *not* being assessed the BFF and/or the RFF. Yet staff has done *NOTHING* and past Boards have refused to require staff to adhere to Board Policy. And now I provide evidence of another such dwelling unit!

959 Fourth Green, Incline Village: This property recently came "on the market (for)...the first time," listed with Lakeshore Realty ("brokers and owners" Chris and Patti Plastiras⁵); MLS #942482 (you can see the details of the listing at <http://www.lakeshorerealty.com/Property/959-Fourth-Green-Drive-Incline-Village-Nevada>). Let me quote the "property description" portion of the listing:

"This 5 bedroom, 4.5 bath main home *and 2 bedroom, 1 bath guest house*, makes for a perfect family compound."⁶

If you scroll through the pictures of the 2 bedroom, 1 bath guest house you will see that in addition to "living facilities with provisions for sleeping...and sanitation," it includes a full kitchen which means "provisions for...eating (and) cooking." And if you continue scrolling through the pictures of the "5 bedroom, 4.5 bath main home," you will also find a full kitchen. In other words,

TWO "DWELLING UNITS"

A Single RFF and a Single BFF: It's simple to determine whether a particular parcel is being assessed the BFF and/or RFF and if so, the number of BFFs and/or RFFs. One need simply go to the County Treasurer's web site, type in the street address or APN (in this case 13126138), and a copy of the parcel's property tax bill appears. This is exactly what I did and a copy of that bill is attached as Exhibit "B" to this written statement.

³ See page 23 at https://www.yourtahoeplace.com/uploads/pdf-ivgid/BOT_Packet_Reg_5-21-2015.pdf.

⁴ See page 15 at https://www.yourtahoeplace.com/uploads/pdf-ivgid/BOT_Packet_Reg_5-21-2015.pdf.

⁵ See <http://www.lakeshorerealty.com/About>.

⁶ I have attached a copy of this listing/description as Exhibit "A" to this written statement, and I have placed an asterisk next to the quoted language.

Note that I have placed an asterisk next to the "tax detail" for this parcel, and IVGID's RFF/BFF. There you can see that rather than two RFFs/BFFs, the owners of this parcel (601 Properties LLC of Danville, CA.) are being assessed one RFF/BFF. In other words, ***the rest of us who are paying our fair share are paying more than we need to pay!*** And why? Because our allegedly "professional staff" ***aren't doing their jobs!***

Like I Said, This is One Example of Literally Dozens I and Others Have Brought to the Attention of the Board and IVGID Staff: And when are you going to do something?

NRS 318.203: States that "if a...person has a reasonable belief that a dwelling unit exists that is not currently being charged for services provided by a general improvement district...the...person may submit an affidavit to the board of trustees of the district, setting forth the facts upon which the ...person bases his or her belief." Once the "board of trustees receives (such) an affidavit (it)...may set a date for a hearing to determine whether the unit referenced in the affidavit is being used as a dwelling unit...If, after the hearing, the board determines that the unit...is being used as a dwelling unit, the board may adopt a resolution by the affirmative votes of not less than two-thirds of the total membership of the board to charge the owner pursuant to NRS 318.197⁷ for the services provided by the district to the dwelling unit."

So is the Board Going to Set a Hearing to Determine Whether 959 Fourth Green Should be Assessed Two RFFs and Two BFFs?

Conclusion: Why does a member of the public have to do staff's job of ferreting out "dwelling units" that are not being assessed their fair share of RFFs/BFFs? And why is there no consequence to staff for not doing their job? In staff's quest for "under utilized" revenues, isn't this a simple and inexpensive means of generating additional revenues?

And You Wonder Why Our RFF and BFF are as High as They Are? I've now provided more answers.

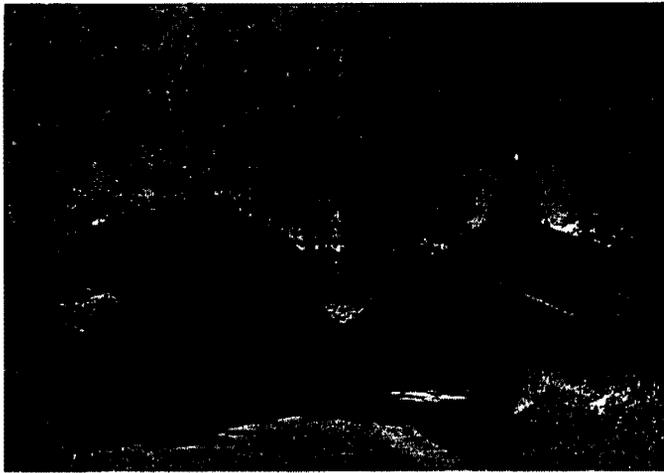
Respectfully, Aaron Katz (Your Community Watchdog Because No One Else Seems to be Watching).

⁷ According to IVGID, the RFF/BFF are "standby service charges" purportedly authorized by NRS 318.197(1) [see <http://www.leg.state.nv.us/NRS/NRS-318.html#NRS318Sec197>].

EXHIBIT "A"

Property 3 of 3 Keep this Property

959 Fourth Green Drive



ML #: 942482

\$2,399,000

Active

959 Fourth Green Drive

Residential
Championship Golf Course

 Listing Courtesy of Lakeshore Realty

[Images\(35\)](#)
[Tour](#)
[Map](#)
[Showing](#)
[Calculator](#)
[Print](#)

Baths:	5	Bedrooms:	7
Lavs:	1	Acres (Approx):	0.608
SqFt (Approx):	5352	Stories:	Two
Frontage:	Fronts Golf Course	Garage:	Four or More Cars, Attached Garage
Year Built:	1998	Condition:	Previously Owned
Furnished:	No	Topography:	Level Lot
Zip Code:	89451		

Fireplace::	Three
Rooms:	Formal Dining, Family Room, Game Room, Dining Area, Workshop, Inside Utility, Mud Room, Guest Quarters
Inside Features:	Central Vacuum, Cathedral Ceilings, Beamed Ceilings, Security Alarm System, Garage Opener, Video Security System
Outside Features:	Sprinklers, Landscaping, Fenced, Deck, Patio, Covered Patio
Appliances Included:	Refrigerator, Gas Range, Gas Oven, Microwave, Dishwasher, Disposal, Clothes Washer, Clothes Dryer
Floor Coverings:	Hardwood Floors, Stone/Slate Floors, Partial Carpet
Roof:	Shake Roof
Heating:	Forced Air Heat, Natural Gas Heat
Remarks:	<p>★ First time on the market. This beautiful gated custom home was built with great attention to detail. Surrounded by Championship Golf Course this 5 bedroom, 4.5 bath main home and 2 bedroom, 1 bath guest house, makes for a perfect family compound. Stunning beamed ceilings and windows, open floor plan with a great flow and an enormous deck for entertaining. Douglas fir hardwood floors. 5 car garage including boat garage. Workout room with spa and sauna. Professionally landscaped fenced yard.</p>

<p>Incline Village MLS Incline Village Board of REALTORS 924 Incline Way, Suite I Incline Village, NV 89451 Phone: 775-831-3777 Fax: 775-831-1386 Email: Julene@inclinerealtors.com Web: www.inclinerealtors.com</p>	
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Property 3 of 3

EXHIBIT "B"

Washoe County Treasurer
Tammi Davis

Washoe County Treasurer
P.O. Box 30039, Reno, NV 89520-3039
ph (775) 328-2510 fax (775) 328-2500

Bill Detail

[Back to Account Detail](#)

[Change of Address](#)

[Print this Page](#)

Pay By Check

AMOUNT ABOVE WILL POPULATE
AFTER PAYMENT TYPE IS SELECTED

Please make checks payable to:
WASHOE COUNTY TREASURER

Mailing Address:
P.O. Box 30039
Reno, NV 89520-3039

Overnight Address:
1001 E. Ninth St., Ste D140
Reno, NV 89512-2845

Change of Address

All requests for a mailing address change
must be submitted in writing, including a
signature (unless using the online form).

Please mail your request to: Washoe
County Treasurer
P O Box 30039
Reno, NV 89520-3039

Or fax your request to:
(775) 328-2500

Or [click here](#) to submit online form

Washoe County Parcel Information

Parcel ID	Status	Last Update
13126138	Active	9/9/2015 2:11:58 AM

Current Owner:
601 PROPERTIES LLC
PO BOX 1009
DANVILLE, CA 94526

SITUS:
959 4TH GREEN DR
INCL NV

Taxing District
5200

Geo CD:

Legal Description

SubdivisionName FAIRWAY ESTATES 1 Range 18 Township 16 Lot 13

Installments

Period	Due Date	Tax Year	Tax	Penalty/Fee	Interest	Total Due
INST 1	8/17/2015	2015	\$0.00	\$0.00	\$0.00	\$0.00
INST 2	10/5/2015	2015	\$5,484.35	\$0.00	\$0.00	\$5,484.35
INST 3	1/4/2016	2015	\$5,484.35	\$0.00	\$0.00	\$5,484.35
INST 4	3/7/2016	2015	\$5,484.34	\$0.00	\$0.00	\$5,484.34
Total Due:			\$16,453.04	\$0.00	\$0.00	\$16,453.04

Tax Detail

	Gross Tax	Credit	Net Tax
<u>Incline Recreati</u>	\$830.00	\$0.00	\$830.00
<u>Incline Village</u>	\$788.48	(\$110.43)	\$678.05
<u>North Lake Tahoe 2</u>	\$3,908.85	(\$48.55)	\$3,860.30
<u>State of Nevada</u>	\$1,056.28	(\$13.12)	\$1,043.16
<u>Washoe County</u>	\$8,647.19	(\$107.41)	\$8,539.78
<u>Washoe County Sc</u>	\$7,073.96	(\$87.86)	\$6,986.10
Total Tax	\$22,304.76	(\$367.37)	\$21,937.39

Payment History

Tax Year	Bill Number	Receipt Number	Amount Paid	Last Paid
2015	278735	B15.64781	\$5,484.35	8/21/2015

The Washoe County Treasurer's Office makes every effort to produce and publish the most current and accurate information possible. No warranties, expressed or implied, are provided for the data herein, its use, or its interpretation. If you have any questions, please contact us at (775) 328-2510 or tax@washocounty.us

This site is best viewed using Google Chrome, Internet Explorer 11, Mozilla Firefox or Safari.

MINUTES

REGULAR MEETING OF SEPTEMBER 23, 2015 Incline Village General Improvement District

The regular meeting of the Board of Trustees of the Incline Village General Improvement District was called to order by Chairwoman Kendra Wong on Wednesday, September 23, 2015 at 5:30 p.m. at the Chateau located at 955 Fairway Boulevard, Incline Village, Nevada.

A. PLEDGE OF ALLEGIANCE*

The pledge of allegiance was recited.

B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

On roll call, present were Trustees Bill Devine, Jim Hammerel, Matthew Dent, Kendra Wong, and Tim Callicrate.

Also present were District Staff Members Director of Asset Management Brad Johnson, General Manager of Diamond Peak Ski Resort Brad Wilson, Director of Public Works Joe Pomroy, Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick, Director of Parks and Recreation Indra Winqest, and Senior Head Golf Professional Michael McCloskey.

Members of the public present were Pete Todoroff, Phil Horan, Steve Dolan, Bob Sendall, Gail Holderer, Kaye Shackford, Joe Shackford, Jess Jameson, Steve Price, Jill McClendon, Cliff Dobler, Carolyn Stark, Margaret Martini, Frank Wright, and others.

(29 individuals in attendance at the start of the meeting which includes Trustees, Staff and members of the public.)

C. PUBLIC HEARING (TIME CERTAIN FOR 5:30 P.M. OR AS SOON THEREAFTER AS PRACTICAL) - Proposed amendments to IVGID Solid Waste Ordinance No. 1, entitled "An Ordinance Regulating Solid Waste Matter and the Collection, Removal and Disposal Thereof by the Incline Village General Improvement District"

Trustee Hammerel made a motion to open the public hearing on IVGID Solid Waste Ordinance No. 1 entitled "An Ordinance Regulating Solid Waste Matter and the Collection, Removal and Disposal Thereof by the Incline Village General Improvement

District". Trustee Callicrate seconded the motion. Chairwoman Wong called the question and the motion passed unanimously.

Chairwoman Wong asked Director of Public Works Joe Pomroy if the District complied with the required noticing; Director of Public Works Pomroy confirmed that the District did comply with the required noticing.

Director of Public Works Joe Pomroy gave his presentation which is included in the packet.

Trustee Devine stated, referencing 2.23 Wildlife Resistant Containers, they aren't self-locking and if there is a change in the ordinance, the District can decide. Director of Public Works Pomroy said that the customer can provide a self-locking container but the ordinance doesn't require it; it can be manual, self or automatic lock. Trustee Devine said that he has started to get feedback that self-locking is better so can the District change the policy without changing the ordinance. Director of Public Works Pomroy said that self-locking does go through an approval process and if it was a requirement, it would make us change the waste hauling contract. District General Counsel Jason Guinasso said that Staff reaches out to the resident on a case-by-case basis. Trustee Devine said he wanted to gain understanding to be able to answer the resident question.

Director of Public Works Pomroy continued his presentation.

District General Counsel Guinasso highlighted a few important changes in Article 7; we removed Exhibit A and incorporated it into the ordinance so any time there is a change to the fine, the Board reviews it and thus it allows the public to know that the Board has reviewed the changes before they are made; and grievance was incorporated for due process purposes. As to the legality of the fines themselves, there has been a lot of discussion in the past and his office did extensive research on fining in excess of \$100 as being appropriate and quoted the NRS reference. The power to enforce comes with the power to fine. Limitation comes in Section E which is sanitary regulations and an example would be a gray water regulation where it can be regulated but the District can't fine more than \$100. The sanitary regulation is different from sewage, garbage or water. In looking at the Indian Hills GID regulations, they fine up to \$5,000 under the same subsection D. which is the same as IVGID. Fines are legal and appropriate and there are no cases or other legal authority that a GID like Incline Village so there is nothing that prohibits the District from fining under how the District has done under Article 7.

Trustee Callicrate asked if the weight limit change was for per bag or rolling carts; Director of Public Works Pomroy said it is only for bags.

District General Counsel Guinasso said that in Article 1, Section 1.1., the authority of the District to regulate solid waste, he thought it was prudent to add a citation to that authority and that authority is clearly laid out in the declaration section of the ordinance.

Chairwoman Wong asked District General Counsel Guinasso to read the public comment advisory statement aloud and stated that a three minute time limit will be used.

Frank Wright said that he wanted to start off by giving the Board a prepared statement from Mr. Katz (which he presented to the District Clerk). Mr. Wright continued that it was his observation that this District is putting itself in a position to find more legal costs because when you go outside the NRS and assign yourself to be the Legislature of the State within the confines of this building by taking counsels advice with fines up to one thousand dollars that you will be fined and challenged and noted that it will cost this District money and time to find out if they have the power to fine in excess of \$100 which they don't. He too read it and didn't come up with the same authority. The Legislature put an amount in place to set a maximum and to pass this ordinance is pure stupidity by this Board and not in the best interest of the community. It is mind boggling to him when this Board has the information that is conflicting to its legal counsel and noted that legal counsel benefits from this fine. It is also amazing that there is a procedure to protest the fine for trash but not for the Recreation Fee.

Margaret Martini said if it was up to her, the fine would start at five thousand dollars. She is also curious, as she didn't see anything, about looking at the trash for common interest communities. Is there a procedure in place when they have too much trash for the size of their area? Can Public Works add an additional pickup when they find this situation? When containers are overflowing, it causes wildlife to get into those containers because the containers don't close thus the wildlife gets in and scoops it out. She wasn't sure if that was a provision but she does know that there have been multiple incidents of overflowing trash in common interest communities and she would like to know if there is a provision in there such that if IVGID says there is too much trash for the bin they have or whatever container they are using; she would like that information.

Hearing no further public comments, Chairwoman Wong asked for a motion to close the public hearing. Trustee Hammerel made a motion to close the public hearing, Trustee Callicrate seconded the motion, Chairwoman Wong called the question and the motion was unanimously passed.

D. PUBLIC COMMENTS*

Ms. Hemphill thanked the Board for allowing the swimmers to enjoy the Burnt Cedar pool through the continued nice weather and she hopes that this will be taken into consideration for next year.

Bradford Boudreaux said he is here tonight in support of allowing the Burnt Cedar pool to remain open for an additional month. He has been swimming here for thirty years and he recalls being promised, once the indoor pool was built, that the lap swimmers would get more time yet they live with more and more restrictions and thus he wanted to express his gratitude for keeping it open for another month as it makes swimming a more relaxed endeavor which he enjoyed.

Cliff Dobler welcomed Trustee Dent and offered his congratulations. Mr. Dobler then said he wanted to take the Board back to the August 26 meeting when the financial reports were presented. He made a comment that was out of hand there thus he would like to clarify a few things as there was a lot of confusion on reserves versus unrestricted assets and net position so he wants to spend a little time and clarify. The net position is our entire assets less our entire liabilities so everything. Unrestricted assets, current assets, cash, etc. less the current liabilities other than one year of debt service so not cash reserves but what we might consider that our reserves. So in the Community Services Fund, what happened between 2014 and 2015, as we had about \$650,000 of shrinkage? We were at \$5.9 million which went to \$5.26 million and that loss occurred in operations and postponing of projects. In addressing the reserves a little bit, \$5.286 million was dedicated as follows - \$1.083 million to carryover projects, \$2.667 million for facility replacements, and he hopes that the Board takes those two numbers and moves them from operating to the capital improvement account which leaves \$1.350 million which is less than the required amount.

Linda Newman welcomed Trustee Dent and requested that the District's Strategic Plan not be approved. Anyone examining this plan knows it is long on plan and short on detail. She noted that it states it is a collaborative project yet in looking at agenda packet page 5 it reads "2015-2017 was adopted at the

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September 23 meeting” thus either Staff is clairvoyant or there is no need to get a vote by the Board. There needs to be a full day devoted to going over all the items and implementation as this is an atlas of everything without a compass to go anywhere.

Frank Wright said we have a criminal enterprise and he cited several examples from a prepared statement that was not submitted. This District has problems and we have an attorney who has taken over the meeting and told a member of the community to sit down. Remember, this Board runs the meeting and the attorney advises the Board.

Margaret Martini said after listening to several people speak who are very qualified people perhaps we should have the Board establish a Steering Committee to look at financial/budgetary items and she suggested that it is a prudent and necessary step to getting things in order here. She would suggest starting with a forensic audit as it would show all of what is in the financials. The audit we have and have been getting is the tip of the iceberg of what should be done and how our financials should be presented by a governmental agency. Staff was very quick to establish a Steering Committee for the Diamond Peak debacle. In the spirit of wanting to look into the District's financials, and comprehensive is the key here, we need this committee to get some idea of what the general principles are in those areas.

Steve Dolan said that he is here to present a project he wants to pursue and that it has been bothering him for the last fifteen years and he has a petition started for a new custom park just for the dogs. Never has he seen so many people united in the same direction and wanting this to happen. 53% of the people are dog owners and 47% are not. He went to Washoe County because they have a great opportunity and that is for us to use the old elementary school as dog park. He talked to them about selling it and they are pretty excited to do something intergovernmental. It is a great opportunity which is not in the Master Plan and he doesn't know how it has been missed in the past twenty years but he understands the mixed use of Village Green. He urges the Board to look at this as it represents one of the largest demographics in this community who is looking for a fenced park that is a specialized place which will then open up Village Green for being more of a public multi-use place and give it diversity. He urges the Board to add this to its agenda and authorize an investigation of this concept.

E. APPROVAL OF AGENDA (for possible action)

Chairwoman Kendra Wong asked if there were any changes to the submitted agenda. Trustee Callicrate asked that the two Consent Calendar items be moved to General Business and go after the resolution; Strategic Plan would become Item G.2. and EXL Media would become Item G.3. Chairwoman Wong deemed the agenda approved as revised.

F. CONSENT CALENDAR (for possible action)

**F.1. Approval of the District's Strategic Plan – 2015 – 2017
(Requesting Staff Member: General Manager Steve Pinkerton)
(moved to General Business Item G.2.)**

**F.2. Enter into an agreement for Diamond Peak media buying services with EXL Media in the total amount of \$264,000
(Requesting Staff Member: Diamond Peak Ski Resort General Manager Brad Wilson) (moved to General Business Item G.3.)**

G. GENERAL BUSINESS (for possible action)

G.1. Approve Resolution 1840 - Solid Waste Ordinance No. 1, entitled "An Ordinance Regulating Solid Waste Matter and the Collection, Removal and Disposal Thereof by the Incline Village General Improvement District (Request Staff Member: Director of Public Works Joe Pomroy)

Director of Public Works Pomroy said that the matter about the District requiring an additional pickup is addressed in Section 7.1.a. of the ordinance.

Chairwoman Wong opened the matter for public comment.

Margaret Martini, when called upon, passed on her opportunity to comment.

Frank Wright said that Mr. Katz has made it very clear that he is adamantly against this ordinance passing because of the fees and opening this District up to legal entanglement so look at it, study it and get another opinion. It won't hurt to table this item and come up with this answer.

Hearing no further public comments, Chairwoman Wong brought the matter back to the Board.

Trustee Hammerel made a motion to approve Resolution 1840 amending IVGID Solid Waste Ordinance No. 1, entitled "An Ordinance Regulating Solid Waste Matter and the Collection, Removal and Disposal Thereof". Trustee Devine seconded the motion. Chairwoman Wong called the question and the motion was unanimously passed.

**G.2. Approval of the District's Strategic Plan – 2015 – 2017
(Requesting Staff Member: General Manager Steve Pinkerton)
(moved from Consent Calendar Item F.1.)**

Trustee Callicrate said that on page 2 of the plan that Mr. Dent has been included as the fifth Trustee and that when Mr. Smith was on the Board, he worked very strongly on the Board and that he would like to have something in here that would show that Trustee Dent came in as a new Trustee and had particular concerns but was not up to speed thus it doesn't quite give a true representation and that he would like to show Mr. Smith's involvement but that he doesn't know what that would entail. This is a conceptual plan and he specifically stated about including 360 degree reviews and this is not located in the document. All, as a Board, discussed this item and it was one of the Coralbridge recommendations and his thought is that it should be included under Long Range Principle #3, Workforce. Something that is missing is that our Board policies show a funding source but we have to be a little more specific as to whether or not it is bonding or an increase in the Recreation Fee; this isn't included in here. The whole funding mechanism is not included and there is no pointed revenue stream. We have talked about this since last February and that's why he asked for it to be removed from the Consent Calendar as he wanted more public comment. This is the Board's oversight of how we are going to operate for the communities benefit.

Trustee Devine asked General Manager Pinkerton if he was comfortable discussing this except for the first item. General Manager Pinkerton said he feels comfortable and that this is consistent with the Board direction. Staff knows there is more detail items to come and that the District does have Board policies that discuss some of these. The details can be discussed at a Board Retreat but that this is the 1,000 foot document and not the 100 foot document. Based on all the discussion, Staff felt

comfortable that this was reflective and that Staff thought we have enough of a discussion about the detail included in the Strategic Plan versus a policy or a budget. Trustee Devine asked Trustee Callicrate if that addressed some of his concerns. Trustee Callicrate said, referencing agenda packet page 55, that he didn't remember the Board discussing the financing in such a vague regard. He understands the concept as he has been involved in several budgets. The concern that the community expressed, he brought forward as did former Trustee Smith. Our policies should be clear, concise and easy to understand which is adjunct to this document but that doesn't always seem to be the case so he would like something to state how the District is going to pay for our capital improvements. He knows the Board is discussing this next week in our workshop but an illusion to that in the Strategic Plan would ease the community concerns so let's add something such as bonding, Recreation Fee, etc. as he knows it is in the document someplace earlier; let's state that we will pay for it in the future. In light of what Mr. Dobler brought forth, our reserves aren't what we need and that is his concern which is all about the money. It is critically important especially with what has been brought up this past year. Trustee Devine said he is comfortable with the way it is written and knows that it is hard to list every example but that he understands where Trustee Callicrate is coming from. Anything we might do isn't an automatic as it has to come before the Board so he feels that is covered. He would be more comfortable if we listed some examples as it would solve confusion, etc. Trustee Callicrate said he isn't trying to belabor the point and wants to get this adopted but he also wants it to be critically clear to everyone that this is a guiding document that we are going to be utilizing over the next two years and longer than that. The Board is receiving some issues from very learned individuals saying we don't have enough money to build what we want to build and that we will need to do either short and/or long term bonding and we have to confront that as he doesn't see this community ready to take on bonds and/or raising the Recreation Fee. We have crumbling infrastructure that we need to address which will get adopted thus he is making the point that we have to show how we pay for it; the community is demanding this thus we have to demand it. General Manager Pinkerton went over Long Range Principle #2 and its objectives and initiatives and stated that everything is weaved through that and that it is all words and that it comes down to implementation. The Strategic Plan is very strong on follow through, implementation, doing review and reassessing so all the basic building blocks are there and the Strategic Plan isn't the place for specifics. Trustee Callicrate said he is doing this so as to have his voice heard and to give

the opportunity to the people to comment who have credibility on our financials and to allow all of us to hear it from them and especially our new Trustee as this is a very important document.

Trustee Hammerel said that he echoes Trustee Callicrate's concern with page 2 of the plan as we do owe something to Trustee Smith and we should acknowledge it. As to budgetary expenses and how it is paid for, he doesn't disagree and shares that concern and knows that we are doing our fiduciary duty but he doesn't think it belongs in this document. While he doesn't disagree, it shouldn't be in this document.

Director of Finance, Accounting, Risk Management and Information Technology Eick said that Staff collectively injected in Long Range Principle #2, Objective #4 that we will make a five year projection and that delineation will be about operating, capital, and debt service. Staff made that promise because if we are not on target, the Board needs to know. There will be an opportunity to have this be discussed with public comment but this document is tactical without detail and broad enough as Staff is clearly going to address what you are asking for.

Chairwoman Wong opened the matter for public comment.

Cliff Dobler said that he thinks that some of the words are pretty but not interchangeable and he has a couple of items to speak to. Long Range Principle #2, under objectives, noted that it is quite difficult to prepare a five year projection of results and that it will probably be of expectations. Under Asset and Infrastructure, objectives are for two years and then budgeted for one year. There are overlapping things so study this to be sure they are coinciding with each other.

Steve Dolan said, to Trustee Callicrate, that while the dog park is not as sexy as a ski run or as thrilling as a coaster, it is something we desperately need and there is currently a great opportunity to fund this not just with Incline money but with Federal, State and cooperation with Washoe County which is an interesting combination at that property. The dog park is desperately needed and this opportunity to get the funding from outside sources is rare and can go away so he would urge the Board to put this at the top of their list as it is relatively painless and represents a huge amount of people as only two people declined to sign his petition. This opportunity is probably short lived but it can be accomplished. Put this at the top of the agenda and authorize Staff to do the negotiations as Lisa Raggio is

anxious to discuss this with IVGID. It is a good opportunity because there is very little resale value as the WCSD property is on a fault line and the school district is looking for money.

Margaret Martini said that she loved Trustee Callicrate's comment about being the elephant in the room and noted that Trustee Callicrate is the only one addressing the concerns which is funding. Hard cold funding facts and not pie in the sky is what is needed as we have infrastructure that needs this money. Let's bond for something that is necessary not pie in the sky. She remembers when the Recreation Center was built and there were Moms' in front of Raley's who got 99 signatures. What would the outcome have been if they had talked about the losses coming from the taxpayer's pockets – the outcome would have been different because the Recreation Fee was around \$64 at that time. This whole strategic plan is ass backwards and is the cart before the horse as the funding should be first and how you plan on getting it; is it from the increased Recreation Facility Fee or bonding – you need to be upfront and tell the people this. Be forceful and firm and tell the people where the money is coming from and be honest as there is no honesty except for Trustee Callicrate.

Linda Newman said that the Strategic Plan becomes the guidepost for the District and serves as a strong, new reference point but there is no direction there as it is too broad and undefined; details do matter. Ms. Newman then read from the Long Range Principles and asked where the metrics were as the District needs to identify the performance measurements first. She said that she needed to contact three or four experts in government finance to understand this. The community wants to examine the past five years of performance with fully allocated costs before undertaking this because the details do matter and everyone should know what they are signing off on and know what they are responsible for and accountable for.

Frank Wright said in listening to the General Manager; why not approve it and why is it on the Consent Calendar. We are talking about public input and listening to people who have been up here and we are talking about our money and our future. To sign this thing off without asking how we are going to fund it or pay for all of this is wrong. He thinks about six kids sitting around thinking about the money that is coming from the tooth fairy. There is no future revenue source because the only revenue source is the Recreation Fee. How much is this going to cost the people who live here? How much is this going to run up our bills and what are we going to get for

it. He just heard a member of the public asking for a dog park and for \$50,000 which IVGID can blow on a consultant. There is nothing for the people who live here as this is all for those that live on the outside. Trustee Callicrate just raised some questions that needed to be asked and there were no answers so don't go forward, don't engage in Staff's folly as we have a big mess here and it is going to cost us all a lot of money. Don't listen to the General Manager who doesn't pay the Recreation Fee because he lives in California. Think about the future and his family and your family and ask why this was on the Consent Calendar and it is because Staff wanted to slide it by just like the money for advertising, again, slide it by. Thank you for removing this item from the Consent Calendar Trustee Callicrate.

Hearing no further public comment, Chairwoman Wong brought the matter back to the Board. Trustee Hammerel made a motion to approve the District's 2015 – 2017 Strategic Plan as presented and attached. Trustee Devine seconded the motion. Chairwoman Wong called the question and Trustees Callicrate and Dent voted opposed and Trustees Wong, Hammerel and Devine voted in favor; the motion passed.

G.3. Enter into an agreement for Diamond Peak media buying services with EXL Media in the total amount of \$264,000 (Requesting Staff Member: Diamond Peak Ski Resort General Manager Brad Wilson) (*moved from Consent Calendar Item F.2.*)

Diamond Peak Ski Resort General Manager Brad Wilson gave an overview of the submitted materials.

Trustee Callicrate said this is for \$264,000 and stated what does the District spend on marketing and Staff confirmed that it is relatively flat but between \$150,000 and \$270,000. Trustee Callicrate said it seems that the District spends an inordinate amount of money for a flat amount of skiers at a resort that is well established with its ski school and family skiing and that is utilized by 25% to 30% of the community. Diamond Peak Ski Resort General Manager Wilson said it is more like 20% of usage by the community. Trustee Callicrate said if skier visits are flat then why can't we spend less. Diamond Peak Ski Resort General Manager Wilson said he wasn't with the District when it spent less but that flat is the new up as the ski industry has been flat yet internally there is a huge amount of competition. If the District stops its advertising, Vail, Squaw and Alpine

won't and we will become something people will remember in the past. Trustee Callicrate said he wasn't asking to stop advertising it is just with the new point-of-sale and other items as well as taking a gamble on next year's snow, that it seems like it is a considerable amount of money and that having something in this amount on the Consent Calendar seems unacceptable to him unless it is to replace something at Public Works or some other building. He wanted to give the people an opportunity to discuss this as it is a lot of money and he wants to be a little more fiscally conservative in that area. Trustee Devine quoted from the memorandum regarding essential service and then asked what it would cost if we were to do it in house. Diamond Peak Ski Resort General Manager Wilson said the question is could we do it in house as EXL Media brings a vast amount of knowledge with resorts and they have the software tools to research the media and they have specialized employees in all areas of media; they have many services that we can't duplicate. Fifteen years or so ago when he worked at Alpine, we did all our own media buying and he thought he was an expert but then he realized how little he knew after meeting with Ms. Hummer; he has complete confidence in her agency and ability and we can't match that. Trustee Devine said he was confirming capacity so thank you.

Hearing no further Board comments, Chairwoman Wong opened the matter for public comment.

Frank Wright said four years ago he questioned the media buys and what we were getting out of it. Everything is flat, nothing gained so why are we spending this money. In looking at the agency fees, etc. there is a lot of questionable practices at our expense and \$250,000 or more would build a lot of dog parks so let's not have a media buy and go and build something for our community to see and use. To listen to Staff's rhetoric just gags him. We should have Staff make their own media buys. To spend this type of money is a rubber stamp and not a good thing as this is a lot of money that we could use for the people here and not for the people who are coming here. People are going to come because of the lake and the snow so they are coming anyway. He has never seen proof of revenue enhancement and the ski resort lost \$2.5 million dollars last year so let's spend this money to loss \$3 million dollars.

Margaret Martini said after listening to Staff's presentation and having a business in Incline Village for eighteen years, she has learned a lot in advertising her business and even with advertising in today's dollars

because Diamond Peak is established and established as a family area she believes this could be cut by 50% and still maintain the same usage which is dependent upon snow. Diamond Peak does make snow but they can't buy snow as that comes from above. Try fifty percent less and see if the skier visits decrease by fifty percent as she seriously doubts that it will. The number one thing that we wanted was an accounting of what each of the venues did and an accurate account of what they took in and what their expenses were and that has never materialized. It is her recollection that one of the directions, early on, to the General Manager was to provide that and here we sit a year later and it hasn't been received so the Board needs to look at Diamond Peak and accurately allocate its marketing budget. Marketing was to be broken out by venue with every venue having its own marketing budget. The public hasn't seen the transparency and how, until you get an accurate accounting, can you spend more money.

Joe Shackford said he has been here for 23 years and that these people know how to run this business and they know what the expenses are and they know their capabilities and expenses so approve this.

Hearing no further public comment, Chairwoman Wong brought the matter back to the Board.

Trustee Hammerel said that this is his field of expertise - media and advertising - and that he reminds the Board that Staff made the prudent choice to end some of our advertising buys and just because this recommendation is up to \$264,000 doesn't mean we will expend all of that especially if it is a challenging year. Diamond Peak is the District's golden goose that generates a lot of revenue that keeps everyone's Recreation Fee low so he would hate to pull the carpet out from under them and thus he is fully for this as the agency fees are extremely reasonable and he is ready to vote on this matter.

Trustee Hammerel made a motion to authorize Staff to enter into an agreement with EXL Media for 2015/16 media buying services for Diamond Peak in the amount of \$264,000. Trustee Devine seconded the motion. Chairwoman Wong called the question and Trustees Dent, Devine, Hammerel, and Wong voted in favor of the motion. Trustee Callicrate voted opposed. The motion passed.

**G.4. Incline Village General Improvement District Board of Trustees
Policy 3.1.0, Conduct of Meetings of the Board of Trustees,**

**Specific Section – 0.10 Public Participation – revise paragraph
(Requesting Trustee: Trustee Jim Hammerel) (was *General
Business Item G.2.*)**

District General Counsel Guinasso gave an overview which he stated was agnostic.

Trustee Hammerel said that he truly thinks that there is nobody in this entire town that would not ask for more efficient government and that for the past two and half years taking the volume of public comment we do is to the detriment of the efficiency of this government. Let's test this, vote on it, and pass it today. Let it run its course and then, after the first of the year, evaluate it and the efficiency of our meetings. The item title reflects that this is the Board's meeting. The comments at the last meeting where neighbors were calling other neighbor's drunks shows that this Board has been extremely generous with public comment and maybe gone too far thus it is worth testing. He hopes that we can vote on this and pass it today because what we have right now is not helping this government stay and remain and become efficient.

Trustee Devine said that his take, which every way we vote, is that he is against it because a couple of things hit him. When it was felt that a member of public was out of hand, our Chairwoman took care of it. This feels like a knee jerk reaction and he doesn't want to go in that direction. As to efficiency, he can't argue that and he does believe this could work because it does elsewhere however it is his sense that the core reason is the wrong reason so he will vote against it.

Trustee Hammerel said that he appreciates that but that meetings are expensive as time is very expensive and that this could mean the difference between having a two hour meeting and a six hour meeting which translates into thousands of dollars. The spirit of the law is to allow the public to have an interactive exchange and we are not moving away from that as residents that want to get in touch with us, no matter where they are or we are in the world, they can send an e-mail or make a telephone call. If someone wants to get in touch with their officials, they can get in touch with us or speak to us at the beginning or end of each meeting so, for him, we are not eliminating the transparency.

Trustee Hammerel made a motion to revise Policy 3.1.0., paragraph 0.10, Public Participation, to read as follows:

Comments shall be solicited from the public during two comment periods, one at the start of the meeting and one prior to adjournment. The time limit shall be three (3) minutes for each person per comment period. No yielding of time shall be allowed.

This change, if approved, would take effect September 24, 2015.

Trustee Dent seconded the motion.

Chairwoman Wong opened the matter for public comment.

Frank Wright said he is so glad a Trustee brought up the financial situation as it is the citizens that pay for this meeting and it is the citizens that are footing all the bills. This Board just passed a waste, the media buy, but they are not worried about that. Trustee Hammerel proposed this methodology and then justifies it with a statement like that. Your statements don't make sense. People come here with reasons to speak and they can still call someone a drunk but just do it at the beginning or end of the meeting so even though we are given less opportunity, it can still happen. To take away his voice because of a feeling is wrong. To take away his voice on Diamond Peak is wrong. What was done by the Chair was maybe right or maybe wrong – he thinks it was wrong. Taking away the right to speak by the public is totally wrong, off the charts wrong, and he didn't hear one reason for validity. Perhaps you have an agenda which is wrong and that is to shut up people, cut off people, and embarrass people at which you have failed miserably. You are an embarrassment as a Board member because everything you talk about is wrong and this is horrible. He hopes that the rest of the Board members represent everyone in this community and not his goofy ass ideas.

Margaret Martini said that she appreciates Trustee Hammerel's position of having less long meetings because he has a new baby at home and if he can't wait then perhaps he should resign and spend less time with the people of Incline Village.

Cliff Dobler said what he is thinking is that if he looks at the agenda, on the website, and something catches his eye, he shows up at the meeting and takes a look at that item. He always has a good idea of what he is going to express to the Board. His concern is if the public only gets to speak at the front of the meeting and at the back of the meeting, the event he is

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interested in could have already taken place. He doesn't know if this is a good idea or a bad idea but in thinking about contribution, there is a chance that the contribution won't be worth anything. Sometimes you get to ideas after listening to Staff and understand what they are talking about and you may have no idea at the beginning so he feels that the Board needs to have public comment on General Business items.

Linda Newman, when called upon, passed on her opportunity to comment.

Pete Todoroff said, as the Chairman of the Citizen Advisory Board, that they do the same thing as does the North Lake Tahoe Fire Protection District and the Tahoe Regional Planning Agency so pass this.

Joe Shackford asked the Board to approve this and stated that Mr. Dobler should talk to Staff and solve his problems and he comes to every meeting and nothing gets resolved so talk to Staff. He is surprised that one of the Board members was allowed to move things so that everyone could comment and asked if this was going to be continued to be done. Vote for this and know that Ms. Martini, Ms. Newman and Mr. Wright will always have negative comments.

Kaye Shackford welcomed Trustee Dent aboard and asked if he was having fun yet. Ms. Shackford said that she has one reason that Trustee Devine may have not considered for voting yes for this matter and that is when members of the community come to the Board meeting and they really want to know and appreciate what is going on and then these meetings last for five or six hours and you have four or five people with the same message that what it does is it discourages community participation and that sitting on this end of listening to these hatemonger's takes a lot of us away from the meetings. Two comments isn't the only way as Mr. Katz is known for taking whole packets with his pages and pages of submittals so please vote for this item.

Phil Horan said he has very mixed emotions about this process as he serves on three Washoe County boards that operate on the front and the back and then on action items. He is in favor of allowing comments but feels that this Board should give this a try and allow the Chair to control the meeting thus he would support the recommendation.

Jess Jameson said that she echoes what Mr. Horan just said and that she too has mixed feelings as she strongly feels that having public comments

opens up a dialogue but that the Board has thing about how they move forward and in what other ways they can communicate with the community. Staff has done a great job of moving that forward and that she would urge the Board to think of other ways to solicit comment and on controversial issues to get ahead of it; she agrees with a trial period but not permanent.

Hearing no further public comment, Chairwoman Wong brought the matter back to the Board.

Chairwoman Wong said that she has had a number of community members tell her that they would come and want to come and that the length of public comment periods is one reason they stay away. She likes the idea of re-evaluating as she would like to see how this goes through the next budget process so through June. Further, she would like to see if we can have more town hall meetings rather than us sitting up here. She would love for the Board to look at different types of meetings as she loved the beach study meetings and there wasn't any public comment but everyone there had the opportunity to speak with the Board and Staff. Also, she would like the Board to brainstorm about other types of meetings to have.

Trustee Callicrate said that the Board has gone around and around on this subject and that the Board meetings are held in a public venue so that the community can grill us and air how they feel all while abiding by the law. Also, along that line, it isn't a public meeting for the Board and he isn't being arrogant but that there is fine difference between a public meeting and a meeting of the Board held in public. He would like this more if it were on a trial basis and that his proposal would be the end of the first quarter so the end of March and to really asses this because it is critical. For those members of the public you have been coming to these meetings, the attendance does go up and down and it is cyclical and it has gotten cumbersome. This Board doesn't always do a 5-0 vote and we aren't a rubber stamp Board. He can support this on a trial basis but if it is permanent, he will vote against it. We have tried holding feet to the fire and we all realize something has to happen to engage more of our community and be respectful.

District General Counsel Guinasso said that he would recommend voting the existing motion up or down and that this Board can always make the

call to re-evaluate this policy so there doesn't have to be qualifying language in the motion.

Chairwoman Wong said that she is happy to direct Staff to put this on the agenda for March 2016. Trustee Hammerel added that after six months any member of the Board can bring it forward. Trustee Callicrate asked Trustee Devine if making it for a trial period would help him to vote in favor. Trustee Devine said he stands by his decision to vote against the motion but that he will support the direction of the Board.

Hearing no further Board comment, Chairwoman Wong called the question and Trustees Dent, Wong, Hammerel and Callicrate voted in favor of the motion and Trustee Devine voted opposed; the motion passed.

G.5. Re-organization of Board of Trustees to confirm officers chosen at August 26, 2015 meeting. Officers being confirmed are Kendra Wong, Chairwoman, Jim Hammerel, Vice-Chair, Tim Callicrate, Secretary, Bill Devine, Treasurer. This action is being taken in conformity with the Nevada Revised Statutes (NRS) Chapter 241.0365 to proactively address an alleged violation of the Nevada Open Meeting Law (Requesting Staff Member: District General Counsel Devon Reese) (*was General Business Item G.3.*)

District General Counsel Guinasso gave an overview of the submitted materials.

Chairwoman Wong opened the matter for public comment.

Frank Wright said that this is an immature board who doesn't know what it is doing. Counsel's description left out a few things; this Board violated the Open Meeting Law and the Attorney General doesn't tell you how to take corrective action unless you have done something wrong and that unless you take it, you will be charged or fined. In this situation where you voted, you did so outside the Open Meeting Law standards and have to now reaffirm what you did. His suggestion is have a re-vote and re-nomination which is legal in the state of Nevada. He doesn't think you can do this and for naysayers on the bride's side, this has been addressed. Three complaints have been filed, this will be the fourth, and the Board has had to answer questions about this whole re-shuffling. This is a professional

organization and we are members who come before you to give you guidance, let you know how we feel, and there are other members who condemn people who have questions. It is amazing to see how you act as every meeting violates the Open Meeting Law and your attorney goes along with you.

Cliff Dobler said that he has a question for the attorney and that is being that you are reaffirming something that happened before Mr. Dent was on the Board does he vote; he would like clarification on that.

District General Counsel Guinasso said that the new Board member does indeed need to vote and that he would abstain only if there was a conflict, he knows of no conflict as this has to do with constitution of the Board so he can either vote in affirmation or not.

Trustee Hammerel made a motion to confirm officers chosen at the August 26, 2015 meeting as follows Kendra Wong, Chairwoman; Jim Hammerel, Vice-Chair; Tim Callicrate, Secretary, and Bill Devine, Treasurer. Trustee Devine seconded the motion. Chairwoman Wong called the question and the motion was unanimously passed.

H. DISTRICT STAFF UPDATES

H.1. District General Manager Steve Pinkerton

District General Manager Steve Pinkerton said that the interviews for the Communications Coordinator were conducted and that Staff is wrapping up the process of the Director of Community Services. For financial transparency, there are updated financial statements online which are focused on actuals to budgets and then previous years are in the appendix. Staff has made minor changes to make them more understandable. Our Resources page also includes a report on 5-year Capital Improvement Projects which is a work in progress so Staff will take additional suggestions as we are trying to have as much information available as possible. On the Information Technology front, all the fiber is in place and at our next meeting we plan on using all those capabilities but it can't be done until the fiber is in place and work continues on the Ski point-of-sale systems with the target of having them ready before the snow falls.

Trustee Callicrate asked about the implementation of Vermont. District General Manager Pinkerton said that Staff is taking a hard look at whether we can make it more transparent with RTP which would have no impact to the public as we have some opportunities to better integrate than a month ago but there is no specific date for implementation at this point in time.

H.2. Senior Head Golf Professional Michael McCloskey

Senior Head Golf Professional Michael McCloskey provided a verbal update on the golf season to date which includes the closing dates for the Mountain Golf Course as October 4 and the Championship Golf Course and Chateau Grille as October 25; all of which are weather and maintenance dependent.

Trustee Devine said that all the feedback he has received has been positive and really good for both golf courses. When the Hyatt comes in, with a group, what is the impact on the golf course – does it have a negative impact on the locals or have you received any feedback on the scheduling. Senior Head Golf Professional McCloskey said the groups are of high dollar value and they bring a lot of revenue to the golf course operations. We do more Hyatt tournament rounds in the fall when there is more availability so it doesn't impact the play of our locals and we have invited them to play in the fall for that very reason.

Trustee Hammerel said one of the objectives set was to increase the Mountain Golf course rounds and it looks awesome. No one has complained about the golf courses which he appreciates so please give thanks to your Staff.

Chairwoman Wong also asked that regards be given from the whole Board to Robyn Crabill.

H.3. Parks and Recreation Director Indra Winquest

Parks and Recreation Director Indra Winquest provided a verbal update on the Parks and Recreation and beach season which includes the closing dates of October 17 for the Tennis Pro shop and transferring the merchandise to the Recreation Center on September 27 and then the closing of the Burnt Cedar Pool after the Dog Days event in October.

Trustee Devine said thanks for the update on keeping the Burnt Cedar pool open later and that he would like to throw out to the other Trustees that do they believe in breaking even or making money that this was an example of positive feedback with the loss being pretty low and that we need to do this regardless because it is a quality of life issue which is a no brainer. Parks and Recreation Director Winquest agreed it was the right thing to do and the numbers are the icing on the cake. Trustee Hammerel said he would echo that as he loves fall and for the past two years, the Board has heard the public outcry from lap swimmers and with this everything has turned around and everyone is in support of doing this. He is glad that Staff has made it work financially and he applauds Staff for making the right move as he appreciates it.

I. APPROVAL OF MINUTES (for possible action)

I.1. Regular Meeting of August 26, 2015

Chairwoman Wong deemed the minutes of the Regular Meeting of August 26, 2015 approved as submitted and noted that a member of the public let the District know that the attachment was out of order and the District Clerk has corrected the order in the permanent record.

J. REPORTS TO THE IVGID BOARD OF TRUSTEES*

J.1. District General Counsel Devon Reese

District General Counsel Guinasso said that there is a tentative settlement agreement on the Shankle matter and that it will be on a future agenda for the Board's approval. District General Counsel Guinasso then went over their regular activities so that the Board had an understanding of what they do.

K. BOARD OF TRUSTEES UPDATE (NO DISCUSSION OR ACTION) ON ANY MATTER REGARDING THE DISTRICT AND/OR COMMUNITIES OF CRYSTAL BAY AND INCLINE VILLAGE, NEVADA*

Trustee Devine said that he would like to have on a future agenda an item about the dog park and that he will meet with Mr. Dolan to develop that agenda item. Trustee Hammerel agreed that it is a valid topic that needs to be discussed but that he was under the impression that it was to be in the

Parks Master Plan so he doesn't want to jump the gun and would like to have a comprehensive discussion.

Chairwoman Wong said that she would like to have a discussion about our Consent Calendar and that we, as a Board, have talked about this previously thus she is frustrated with the movement tonight as she has no idea why these items were moved when they were items that were budgeted for and under budget so she wants to get an understanding of what the other Trustees believe the function of the Consent Calendar is and get examples of what items should be on the Consent Calendar. District General Counsel Guinasso said that the policy is in place and he read the paragraph from Policy 3.1.0. Trustee Devine asked how much discussion can the Trustees have on this and is the Chair just asking for feedback or something else. District General Counsel Guinasso said that this is agendaized as a discussion item but that there cannot be any deliberation right now. Chairwoman Wong said that she is expressing her frustration as she doesn't understand the logic of the movement especially when we discussed the District's Strategic Plan nine times and EXL Media was within the budget. District General Counsel Guinasso said it can be an agenda item in the future for discussion. General Manager Pinkerton added that we also need to select a representative to the Nevada League of Cities.

L. CORRESPONDENCE RECEIVED BY THE DISTRICT*

District Clerk Susan Herron stated that correspondence has been received from Aaron Katz, Maryann Dresner, Pamela McDonough, Debi Moore, and Greg Flanders.

M. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration; see **Public Comment Advisory Statement** above.

Margaret Martini said that she would like to express support for the dog park because dogs and sports activities, having to do with children, don't mix. Staff is being paid overtime to be here at these meetings so she would like to suggest that the Board move the Staff reports to the beginning so they are free to leave and don't have to hang around for every little business item. In bringing up the cost of litigation, a couple of meetings ago there was a discussion about how much the filings are costing. It is her understanding that Counsel's firm is on a retainer and when she requested the documentation, the District Clerk provided

her with invoices that she had accountants take a look at and all their work is covered under their retainer fee. Mr. Reese told her how much this litigation cost, which was just his whining, and it turns out it was not \$100,000 it is more like \$5,000. Staff revised their invoices for two months and that's just inexcusable.

Frank Wright said he has asked the individual Board members to ask Staff if he is paying for the beaches and they refused. What have the Board members done since he asked that question and what have they done to help him find out – nothing. He asked Trustee Callicrate to ask the question but he doesn't have the guts to do it because he will probably come back with the answer of yes and if that is the answer then there is Staff that needs to be fired. If the answer is no, there is Staff that needs to be fired because he has proof so he got the answer and he is paying for something that he can't use. The Chair should take control of this Board meeting because it is not up to District General Counsel to say what can or cannot be said in a meeting and if what was done to Mr. Katz was done to him, he would be livid. He doesn't agree with District General Counsel or his methodology as he does have a right to say what it on his mind as do others and to say he can't address a Board member is outlandish. To say that this District has a stellar record is outrageous because this Board has had Open Meeting Law complaints and there are at least four pending so where do we go from here because this is just a mess.

Chairwoman Wong called on Linda Newman but she had left the meeting.

Steve Dolan passed, when called upon, on his opportunity to comment.

Steve Price said that he appreciates all this Board does and that he came here to listen to the discussion and not haggle at all. This Board is really competent and there were great exchanges between the members. There were four questions all of which were answered by Staff. He also appreciates Staff being here and giving him answers. Everyone talks about the Recreation Fee and he pays, in total, about \$2,100, which allows him to do a lot of things and he can't find anything bad to say about any of it as he doesn't mind paying the extra over what he has to pay. He appreciates what the Board does and what Staff does and he has a lot of empathy for what the Board does.

N. REVIEW WITH BOARD OF TRUSTEES, BY THE DISTRICT GENERAL MANAGER, THE LONG RANGE CALENDAR (for possible action)

General Manager Pinkerton reminded the Board of the Snowflake Lodge Open House on Friday and noted that it starts at 12 noon. Next week there is a Board

Retreat and Staff will be adding the Shankle matter to that agenda. Also on that agenda will be Ordinance #1 enforcement update, next step on the upcoming budget, Recreation Fee, bonding, and pay as you go. There is a special meeting that is scheduled for October 14 and it is dedicated to the Diamond Peak Master Plan but Trustee Dent is not able to attend that meeting so since Staff would like to have a full Board present we would like to change that meeting to October 21. Chairwoman Wong said that worked for her as long as it starts after 5:30 p.m. Following this is our next Board meeting on October 28 then a Board Retreat on November 5 where we will get an update from the Communications Committee. The schedule was discussed and the General Manager will update the long range calendar. Trustee Callicrate asked Trustee Dent how was his first three hour meeting; Trustee Dent said it was great and fun.

O. ADJOURNMENT (for possible action)

The meeting was adjourned at 8:29 p.m.

Respectfully submitted,

Susan A. Herron
District Clerk

Attachments*:

**In accordance with NRS 241.035.1(d), the following attachments are included but have neither been fact checked or verified by the District and are solely the thoughts, opinions, statements, etc. of the author as identified below.*

Submitted by Clifford F. Dobler: (2 pages) Board of Trustees Meeting on September 23, 2015, Public Comments from Clifford F. Dobler to be included in the minutes of the Meeting

Submitted by Aaron Katz: (9 pages) Written Statement to be included in the Written Minutes of this September 23, 2015 Regular IVGID Board Meeting – Agenda Items C and G(1) – Protest to proposed approval of Resolution No. 1840 – Solid Waste Ordinance No. 1

Board of Trustees Meeting on September 23, 2015

Public Comments from Clifford F. Dobler to be included in the minutes of the Meeting.

Four main points which should be made regarding cash reserves and or unrestricted assets

Point 1

A report was presented at the August 26, 2015 BofT meeting wherein an August 18, Memorandum from the General Manager indicated there was a report on **the actual allocation** of the recreational standby fee to each component (operations capital projects and debts service). There was no report presented. **The operating report included the entire Recreational standby fee.**

Point 2

Also on the same day a report entitled - IVGID Recap of Assets, Liabilities and Net Position was presented. A discussion was held regarding the unrestricted assets listed as cash reserves or net position.. Some confusion existed on the explanation So I thought I would provide some clarity.

Unrestricted assets are the current assets less the current liabilities(excluding the current portion 12 months of any bond debt. This amount will normally be considered "**RESERVES**".

Point 3

For the year ended June 30, 2015 the **RESERVES** of the Community Service Fund decreased from \$5,938,000 to \$5,286,000 or \$652,000. This was the result of an additional \$875,000 in operating losses incurred in excess of the budgeted loss (excluding Rec Fees), and less spending on capital projects resulting in carryover projects to the next fiscal year.

The **RESERVES** that remain in the operating fund require the following action to be initiated

a) \$1,083,000 should be moved to the capital projects fund for approved carryover projects

b) \$2,680,000 should be moved to the capital projects fund. This amount has been set aside from the Rec fee over the past nine years and designated for replacement of Recreational Facilities.

This would leave \$1,525,000 in the operating fund. According to Gerry Eick the operating funds should have no less than \$1,750,000 for six months of operating expenses.

I request that the reserves for capital projects be transferred immediately from the operating fund to the capital project fund.

Point 4

A report entitled IVGID - Summary of Capital Improvement Projects Activity By Project for fiscal year ending 6/30/2015.

Granted this was the first report, however, the following errors existed and brought to the attention of Gerry Eick. To my knowledge no correction has been made.

There were six projects listed with expected spending of \$138,435 and nothing was spent thus showing a savings. There are only three conclusions

- a) We obtained the work for free
- b) the project was cancelled
- c) the project was carried over into a future year.

There were five projects listed wherein \$108,368 was spent and not part of the original budget and not listed as an Added Project.

This report should be corrected.

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
SEPTEMBER 23, 2015 REGULAR IVGID BOARD MEETING – AGENDA ITEMS
C AND G(1) – PROTEST TO PROPOSED APPROVAL OF RESOLUTION NO.
1840 – SOLID WASTE ORDINANCE NO. 1**

Introduction: Here staff has proposed modifications to IVGID's current Solid Waste Ordinance No. 1 in "areas" it describes as "enforcement and administrati(on)." ¹ My objections to the proposed modifications center around its proposed fine structure; up to \$500 for the first offense, and up to \$999 for the second and subsequent offenses ². Since I am unable to appear in person at this meeting, please accept this written statement as my protest and objection to proposed resolution 1840 and its proposed fine structure.

My September 10, 2015 E-Mail to the IVGID Board: On September 10, 2015 I sent an e-mail to the IVGID Board attempting to civilly resolve my objections to staff's proposed oppressive fine structure. A copy of that e-mail already appears at pages 506-508 of the 9/23/2015 Board packet. Notwithstanding, I have attached another copy as Exhibit "A" to this written statement, and I incorporate its contents by reference as though set forth more fully herein.

But our staff is not interested in resolving controversies with the public they were hired to serve. Instead they exhibit an arrogance which invites the divisiveness which is again before the Board. And over what? An oppressive fine structure enacted for extortion?

What Difference Does the Amount of a Solid Waste Ordinance Fine Make? Besides being contrary to NRS 318, staff have demonstrated that fines are used to extort residential offenders into paying \$1,000 or more and commercial offenders into paying \$3,000 or more for the installation of approved wildlife resistant trash containers/dumpsters.

IVGID staff have hired a trash czar who has an agenda to require *all* Incline Village/Crystal Bay solid waste customers to purchase and install, *at their expense*, "approved" wildlife resistant trash containers/dumpsters. To advance his agenda, our solid waste ordinance is pro-actively policed. Policing means the issuance of citations which result in fines. And because IVGID staff are really not interested in collecting the fines they assess, they regularly use the threat of collection to extort offenders into purchasing and installing, *at their expense*, "approved" wildlife resistant trash containers/dumpsters. And here's how the process works:

After an offender has been fined, IVGID staff offer to waive the fine they have assessed if the offender purchases and installs, *at his/her expense*, an "approved" wildlife resistant trash container/

¹ See page 3 of that September 8, 2015 "Memorandum" prepared by Joseph J. Pomroy which appears at page 5 of the packet of materials prepared by staff in anticipation of this September 23, 2014 regular meeting of the IVGID Board ["the 9/23/2015 Board packet" (https://www.yourtahoepalace.com/uploads/pdf-ivgid/BOT_Packet_Regular_9-23-2015.pdf)].

² See page 27 of the 9/23/2015 Board packet.

dumpster, as the case may be. In other words, the fine is in essence used to offset the cost that the offender would otherwise incur to purchase and install, *at his/her expense*, an "approved" wildlife resistant trash container/dumpster.

What Authority Under the Proposed Ordinance Does Staff Have to Waive the Fines it Has Assessed if the Offender Agrees to Purchase and Install an "Approved" Wildlife Resistant Container/Dumpster? The answer is *none*. ¶7.2 of the proposed ordinance (see pages 26-27 of the 9/23/2015 Board packet) set forth "Authorized Remedies for Non-Compliance." ¶7.3 (see page 28 of the 9/23/2015 Board packet) sets forth the "Guidelines" staff shall use to "Remedy" offenses under the proposed ordinance. *Nowhere* will the reader find where fines which have been assessed may be waived in consideration of the offender purchasing and installing "approved" wildlife resistant containers/dumpsters.

According to IVGID Staff IVGID is Free to Adopt Any Fine Structure of its Choosing Insofar as Solid Waste Ordinance Violations are Concerned: At the bottom of page 4 of the 9/23/2015 Board packet, IVGID staff in essence argue that although fines for the violation of "sanitary regulations" cannot exceed \$100/each, *there is no limitation whatsoever* on the fines IVGID may adopt for the violation of *any other* type of "water, drainage (or) sewerage" regulation. Therefore according to staff, IVGID is free to adopt oppressive fines up to \$999/each for violations of its proposed solid waste ordinance because "there are no statutes or cases prohibiting (or in any manner restricting) GIDs from assessing (limitless) fines and penalties to enforce (its)...Solid Waste Ordinance."³

And it is Free to Adopt Any Fine Structure of its Choosing for Water Ordinance Violations: Similarly, staff argue that although fines for the violation of "sanitary regulations" cannot exceed \$100/each, *there is no limitation whatsoever* on the fines IVGID may adopt for violations of its water ordinance.

And it is ONLY Restricted in its Fine Structure Insofar as Sewer Ordinance Violations Are Concerned:

Balderdash! Let's examine NRS 318.170⁴. NRS 318.170(d) states that a GID may "make and enforce all necessary regulations" pertaining to "water, drainage, sewerage and (the) disposal of garbage and other refuse" (collectively, these are "the regulations"). But where does NRS 318.170(d) declare that a GID may adopt fines specifically for violations of regulations pertaining to "water, drainage...and (the) disposal of garbage and other refuse?" The answer is *nowhere*! Based upon the maxim *expressio unius est exclusio alterius* (see discussion below), since the statute doesn't expressly provide for the assessment of fines for the violation of "water, drainage...and (the) disposal of garbage and other refuse" regulations, *no such power exists*.

³ See page 5 of the 9/23/2015 Board packet.

⁴ See <http://www.leg.state.nv.us/NRS/NRS-318.html#NRS318Sec170>.

In addition to NRS 318.170(d), NRS 318.170(e) states that a GID may "make all other sanitary regulations not in conflict with the Constitution or laws of this State." These are "sanitary regulations" and again, if a statute didn't expressly provide for the assessment of fines for the violation of sanitary regulations, no such power would exist.

NRS 318.170(e) goes on to state "that any person who violates *these regulations*...shall be punished by a fine *not to exceed \$100*." What regulations? I submit *not* just "sanitary regulations" as staff argue but rather, "*all necessary regulations*" pertaining to "water, drainage, sewerage and (the) disposal of garbage and other refuse."

Or alternatively, since a statute exists which provides that the violation of a sanitary regulation shall be punished by a fine *not to exceed \$100*," whereas none exists which provides that the violation of a "water, drainage...and (the) disposal of garbage and other refuse" regulation shall be similarly fine, no such power exists when it comes to violations of "water, drainage...and (the) disposal of garbage and other refuse" regulations.

Construing a GID's Ability to Adopt Limitless Fines for the Violation of Ordinances Pertaining to Water, Drainage and the Disposal of Garbage and Other Refuse Yet NOT Sewerage, Leads to Absurd Results: and therefore cannot be condoned. I'm shocked a reputable attorney would argue the contrary.

The Limited Powers GIDs Are Allowed to Exercise: We've had this discussion before. GIDs may *not* exercise *any* and all powers of a general government because that's *not* what they are. As our Attorney General opined on August 12, 1963 [see A.G.O. No. 63-61, p. 103], the *only* basic powers a GID may exercise are those expressly granted by its County Board in its initiating NRS [318.055(4)(b)] or supplemental NRS [318.077] ordinance(s) as long as "one or more of those (powers) authorized in NRS 318.116...as supplemented by the sections of this chapter (NRS 318) designated therein." Since "all of such statutes...constitute a grant of power to certain boards and governing bodies, and are a deprivation of powers and privileges in respect to the individuals residing within the affected areas... (they)...*must...be strictly construed to include no more than (the) legislature clearly intended.*"

IVGID will likely argue it has the power to adopt *limitless* fines for the violation of *any* of its rules, regulations, policies, resolutions and ordinances because: NRS 318.210 gives the Board the power to "exercise all rights and powers necessary or incidental to or implied from the specific powers granted in this chapter" NRS 318; and, NRS 318.015(1) declares that "for the accomplishment of these purposes the provisions of this chapter shall be broadly construed." To these assertions, I submit two responses.

1) Expressio Unius est Exclusio Alterius: Whenever there is reason to believe that if the Legislature had meant to include a particular thing within the ambit of its legislation it would have *referred to that thing expressly*...the Legislature's failure to mention the thing becomes grounds for

inferring that *it was deliberately excluded*⁵." Because NRS 318.170(e) specifically refers to fines for the violation of "sanitary regulations" and yet *not* for the violation of other regulations, this omission serves as *implication* that the power to adopt fines for the violation of regulations other than "sanitary" ones was intended by the Legislature to be *deliberately excluded* and thus *does not exist*. Similarly, because according to IVGID staff NRS 318.170(e) states that fines can be adopted for the violation of "sanitary regulations," yet it says nothing about fines that can be adopted for the violation of "water, drainage...and disposal of garbage and other refuse" regulations, this omission serves as *implication* that the power to adopt fines for the violation of any regulations other than "sanitary" ones was intended by the Legislature to be *deliberately excluded* and thus *does not exist*.

2) Dillon's Rule: Nevada is a state without home rule. As such, "governments generally have *only* those powers...granted to them by the Legislature...Without home rule the general application of 'Dillon's Rule' *limits* the powers of counties, cities and towns⁶." Dillon's Rule declares that "it is a general and undisputed proposition of law that a municipal corporation possesses and can exercise the following powers, *and not others*: First, those granted in express words; second, those necessarily or fairly implied in, or incident to, the powers expressly granted; third, those essential to the accomplishment of the declared objects and purposes of the corporation – not simply convenient, *but indispensable*." Moreover, Dillon's Rule declares that if there be "any fair, reasonable, substantial doubt concerning the existence of power (it) is (to be) resolved... *against the corporation*, and the power is (to be) *denied*⁷."

IVGID will be hard pressed to prove that the fines it adopts for violations of its solid waste ordinance are "indispensible" and can be limitless, yet those it adopts for violations of its sewer ordinance are simply "convenient" and for this reason cannot exceed \$100.

Staff Does Not Represent the Truth When it Asserts "the District Has *Always* Used Fines and Penalties...to Enforce Not Only its Solid Waste...But (its) Water and Sewer Ordinances as Well⁸:" The reader's attention is directed to IVGID's Ordinance No. 2 Sewer Ordinance⁹. ¶1.09(B) at page 9 addresses the "penalties" for violation of this ordinance and it provides for nothing more than

⁵ "One of the so-called maximus of statutory interpretation is *expressio unius est exclusio alterius*: to express one thing is to *exclude* another. This maxim reflects a form of reasoning that is widespread and important in interpretation...the *a contrario* argument...(i.e. the) negative implication (or)...implied exclusion. An implied exclusion argument lies whenever there is reason to believe that if the Legislature had meant to include a particular thing within the ambit of its legislation, it would have *referred to that thing expressly*. Because of this expectation, the Legislature's failure to mention 'the thing' becomes grounds for inferring that *it was deliberately excluded*. Although there is no express exclusion, *exclusion is implied*" (see <http://www.duhaime.org/LegalDictionary/E/ExpressioUniusEstExclusioAlterius.aspx>).

⁶ See page 5 of April 2014 Legislative Counsel Bureau Research Division Policy and Program Report on State and Local Government (<http://www.leg.state.nv.us/Division/Research/Publications/PandPReport/19-SLG.pdf>).

⁷ See page 5 of April 2014 Legislative Counsel Bureau Research Division Policy and Program Report on State and Local Government (<http://www.leg.state.nv.us/Division/Research/Publications/PandPReport/19-SLG.pdf>).

⁸ See page 4 of the 9/23/2015 Board packet.

⁹ See https://www.yourtahoeplace.com/uploads/pdf-public-works/Ordinance_2_-_2015_-_Resolution_1833.pdf.

"penaliz(ation) in accordance with the provisions of...applicable law." ¶3.05(A) at page 15 and ¶4.08(A) at page 19 declare that "violations of these Regulations shall be subject to civil monetary penalties established: a) by applicable Nevada law, b) by applicable rules and regulations of the Nevada Department of Environmental Protection and the District and, c) by such penalty schedules as may from time to time be adopted by the District and appended to these Regulations." The only schedule to this ordinance which provides for Miscellaneous Fees is Exhibit "C" and it is appended at page 47. However, *nowhere* have fines for the violation of this ordinance been proposed. *Why not?*

Next let's examine IVGID's Ordinance No. 4 Water Ordinance¹⁰. ¶4.07(A) at page 17 addresses "penalties" for violation of this ordinance. And it states that "violations of these Regulations shall be subject to civil monetary penalties established by: (1) applicable Nevada statutes or administrative code; (2) Nevada Environmental Protection Division and the District; and, (3) by such penalty schedules as may from time to time be adopted by the District and appended to these Regulations." Again the only schedule to this ordinance which provides for Miscellaneous Fees is Exhibit "C" and it is appended at page 48. However, the only penalty proposed is a \$100 water waste (as opposed to any other type of) penalty; notably, the statutory limit provided in NRS 318.170(e).

The fine structure for solid waste Ordinance No. 1 is far, far different than the alleged fine structure for IVGID's "water, drainage, sewerage and disposal of garbage and other refuse" regulations. And because of these facts, it would be more accurate to assert that "the District (*rarely*) ...use(s) fines and penalties...to enforce not only its solid waste...but (its) water and sewer ordinances as well."

Conclusion: IVGID has no power to enact or enforce fines in excess of \$100 for the violation of its "water, drainage, sewerage and disposal of garbage and other refuse" regulations. If it ignores NRS 318 and the arguments set forth herein by adopting an oppressive fine schedule because it has an agenda, let it suffer the consequence.

Respectfully, Aaron Katz (Your Community Watchdog Because No One Else Seems to be Watching).

¹⁰ See https://www.yourtahoeplace.com/uploads/pdf-public-works/Ordinance_4_-_2015_-_Resolution_1834.pdf.

EXHIBIT "A"

Proposed Modifications to IVGID Solid Waste Ordinance No. 1 - September 23, 2015 Public Hearing

From: s4s@ix.netcom.com
To: Wong Kendra Trustee
Cc: Hammerel Jim Trustee <hammerel_trustee@ivgid.org>, Devine Bill Trustee <devine_trustee@ivgid.org>, Callicrate Tim Trustee <callicrate_trustee@ivgid.org>, Herron Susan <Susan_Herron@ivgid.org>
Subject: Proposed Modifications to IVGID Solid Waste Ordinance No. 1 - September 23, 2015 Public Hearing
Date: Sep 10, 2015 11:28 AM

Dear Chairperson Wong and other Honorable Members of the IVGID Board -

I am attempting to AVOID another legal entanglement between the public and our arrogant unelected staff with an agenda ahead of time, simply by convincing the IVGID Board to do no more than the NRS expressly authorizes. Simple and straightforward.

But you see here in IVGIDville, when a member of the public makes a request like this, the IVGID culture "attacks" him/her and staff digs in its heels for an all out war ("make our day"), regardless of the cost. And why? Because how dare a member of the public challenge anything the good people who work for the public propose?

Well now you as a Board have the opportunity to do the right thing rather than act as a "rubber stamp," and save the community from more divisiveness and the unnecessary waste of public funds.

If that be your choice.

I assume none of you went to school to eat your lunch. So that being the case, are you not each capable of reading NRS 318.170(1)(e) for yourselves and comprehending what the words actually mean? Here's a link to the statute (<http://www.leg.state.nv.us/NRS/NRS-318.html#NRS318Sec170>), and here is what it says:

"The board may, in connection with a district with basic powers relating to storm drainage facilities, sanitary sewer facilities, refuse collection and disposal facilities, and water facilities, or any combination of such facilities...Make all other sanitary regulations *not in conflict with the Constitution or laws of this State*, and provide that any person who violates these regulations or ordinances shall be punished by a fine not to exceed \$100 or by imprisonment not to exceed 1 month, or by both fine and imprisonment."

Does a law of this State declare that GIDs do *NOT* have the authority to pass regulations or ordinances relating to storm drainage facilities, sanitary sewer facilities, refuse collection and disposal facilities, and water facilities, or any combination of such facilities which provide for punishment by a fine that *EXCEEDS* \$100? If so, then how can you be so arrogant to think that because we're IVGID, we're somehow exempt from the laws which apply to everyone else and we can adopt a solid waste regulation or ordinance in conflict with NRS 318.170(1)(e)?

Is it because "the ends justify the means?" Is it because our staff is so knowledgeable, professional and forthcoming so that for these reasons, you should simply defer to the alleged expertise of staff rather than thinking for yourselves?

Is it because our attorneys know that the Legislature, when it adopted the language in NRS 318.170, really intended something very different than the words they used in the statute, and now they're being the good guys in recommending the IVGID Board do what the Legislature secretly intended but neglected to reduce to words?

So why adopt anything like this?

For this reason, this morning I sent an e-mail (below) to Mr. Reese hoping he would be pro-active for once and recommend against your adopting the resolution we all know will be presented on September 23, 2015 which in part, will call for fines *EXCEEDING* \$100. But instead you can see how he responded.

And now, for the first time in recorded history, we're going to get a legal memo which opines, with supporting legal authority I am hoping, that IVGID has the power to adopt a fine in excess of the maximum declared by the Legislature? Or are we going to get anything along these lines from Mr. Reese?

Take a look at NRS 244. This is the chapter which regulates the powers of counties. Do you see any language similar to NRS 318.170(1)(e) which limits the amount of a fine a county may adopt for violation of its solid waste regulations?

Take a look at NRS 266. This is the chapter which regulates the powers of cities and incorporated towns. Do you see any language similar to NRS 318.170(1)(e) which limits the amount of a fine a city or incorporated county may adopt for violation of its solid waste regulations?

So why did the Legislature choose to limit the fines a GID can impose for violation of its solid waste regulations, and not do the same thing for counties, cities and incorporated towns? Do you think this is was inadvertent on the Legislature's part? Or do you think the Legislature knew what it was doing and chose to treat GIDs differently?

So now there's "a line in the sand." And I expect each of you to take responsibility for crossing over it, if that be your choice. We can very easily avoid the problem altogether by your simply adhering to the precise language which appears in the statute. Or we can go battle it out in a court proceeding because you and your unelected staff are so arrogant to think no one has jurisdiction over anything you do (which is what you've told the County).

And BTW, to all those who say I didn't attempt to work out my differences with the Board and staff ahead of time, I trust this now evidences the precise contrary.

It's your choice and now the public knows the truth.

Let's see how you respond. Respectfully, Aaron Katz

-----Forwarded Message-----

From: Devon Reese

Sent: Sep 10, 2015 10:11 AM

To: ""

Subject: Re: Proposed Modifications to IVGID Solid Waste Ordinance No. 1

Mr. Katz,

Our legal opinion will be included in the Board presentation and packet when that information is available.

Devon Reese

Sent from my iPhone

On Sep 10, 2015, at 9:18 AM, "s4s@ix.netcom.com" <s4s@ix.netcom.com> wrote:

Dear Mr. Reese -

As you and Jason should know, unlike counties, cities or towns, general improvement districts ("GIDs") possess no general powers (i.e., those providing for the health, safety and general welfare of its inhabitants). As our Attorney General has opined in A.G.O. No. 63-61, p. 103 (August 12, 1963), the only basic powers a GID may exercise are those explicitly granted by their County Boards in a GID's initiating [NRS 318.055(4)(b)] or supplemental (NRS 318.077) ordinance(s) as long as "one or more of those (powers) authorized in NRS 318.116...as supplemented by the sections of this chapter (NRS 318) designated therein."

NRS 318.170(1)(e), which is a section of chapter (NRS 318) which designates therein, declares that "the (IVGID) board may, in connection with a district with basic powers relating to storm drainage facilities, sanitary sewer facilities, refuse collection and disposal facilities, and water facilities, or any combination of such facilities...make...sanitary regulations not in

conflict with the Constitution or laws of this State, and provide that any person who violates these regulations or ordinances shall be punished by a fine not to exceed \$100 or by imprisonment not to exceed 1 month, or by both fine and imprisonment."

But as you know, IVGID's unelected staff have proposed modifications to solid waste Ordinance No. 1 which if adopted, would impose a fine structure, for violations, which exceed \$100 per violation.

You and I both know that such action is in excess of the Board's powers and can be set aside not only by NRS 318.199(6), but by prohibition. So why go there?

Your firm has an obligation owed to the public which has retained it (remember, your client is IVGID and not unelected staff) to ensure that the IVGID Board does not take action it has no power to take. For this reason I am asking that you:

1. Instruct the IVGID Board that it does not have the power to adopt an Ordinance No. 1 fine structure which calls for fines which exceed \$100 per violation;
2. Recommend in writing to the IVGID Board that it not adopt an Ordinance No. 1 fine structure which calls for fines which exceed \$100 per violation; and,
3. You provide me with a copy of that writing to the IVGID Board no later than September 18, 2015 at 12:00 o'clock P.M.

Alternatively, if you are of the opinion that the IVGID Board has the power to adopt an Ordinance No. 1 fine structure which calls for fines which exceed \$100 per violation, I ask that prior to the September 18, 2015 date, your firm provide the IVGID Board as well as me with a written memorandum which sets forth the legal authority which supports your opinion.

If you don't do as I have asked, then on September 23, 2015 I intend to formally protest the IVGID Board's adoption of proposed modifications to solid waste Ordinance No. 1 to the extent they call for fines which exceed \$100 per violation. And I intend to follow up with a judicial proceeding to set aside the resolution which adopts those proposed modifications.

As you know, at the very least, such a proceeding will unnecessarily subject IVGID to a minimum of \$5,000 of attorney's fees and costs (our insurance pool deductible) and open the door to an action against your firm for the detriment caused thereby should the resolution be set aside (remember, the public is IVGID and it is your client).
SO WHY GO DOWN THIS ROAD?

In my opinion this is something very easy to fix ahead of time with minimal detriment to all involved. I hope you will see the wisdom in my proposal and take the action I have requested to enjoin unelected IVGID staff from doing what we both know they have no power to do.

Thank you for your cooperation and hopeful positive reply, Aaron Katz

MINUTES

SPECIAL MEETING OF OCTOBER 1, 2015 Incline Village General Improvement District

The special meeting of the Board of Trustees of the Incline Village General Improvement District was called to order by Chairwoman Kendra Wong on Thursday, October 1, 2015 at 2:00 p.m. at the Chateau located at 955 Fairway Boulevard, Incline Village, Nevada.

A. PLEDGE OF ALLEGIANCE*

The pledge of allegiance was recited.

B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

On roll call, present were Trustees Bill Devine, Jim Hammerel, Kendra Wong, Matthew Dent (via telephone) and Tim Callicrate.

Also present were District Staff Members Parks and Recreation Director Indra Winquest, Director of Human Resources Dee Carey, Director of Asset Management and Engineering Manager Brad Johnson, Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick, and Marketing Manager/Public Information Officer Kayla Anderson.

Members of the public present were Cliff Dobler, Frank Wright, Pete Todoroff, Linda Newman, Barbara Perlman-Whyman, Andy Whyman, and Jack Robb.

(21 individuals in attendance at the start of the meeting which includes Trustees, Staff and members of the public.)

C. PUBLIC COMMENTS*

Cliff Dobler read from a prepared statement about the use of reserves; the written statement was submitted and is attached.

Linda Newman said she wanted to be clear on the proposal and that is that Staff is asking the Board to do an issuance of a bundled Community Services bond in July to begin projects, etc. and that basically this locks in the next Board and the decision is made now. Agenda packet page 19, entitled "Setting the District's priorities", talks about existing assets and stated that she agrees that this should be a priority but that she wanted to know how we determine that as a community. She is also curious about a written policy as to how we make a decision on

reaching the end of an asset's useful life and then what we want, need or plan to use. Also, does reached end of useful life means it is unsafe and needs to be shut down. While she is not an expert on culverts, she does know that it is dangerous, that the District has known about it, and that we have been lucky with the weather conditions. Finally, she would like to know that the District is not doing bonding and what the District's cash reserves are in the event of an emergency with the culvert.

Frank Wright said in looking at the audience he sees very few people and that there will be less as time goes on because everything is seen as a Staff recommendation that comes to the Board and a critical criteria has been left out which is the people who pay the bills and the people don't matter. Intergenerational equity is a new term which means debt is incurred now and strapped to the future generations or is it to stick it to those that live here and make them pay. There is a Trustee with a young child and so they are strapping them with the debt; that is not the way things should be as it is leaving out all the people who live here. Let's step back as all these items are Staff generated so why are we pushing this forward without community input as Staff would rather let the community pay for them and you want to know why because it guarantees their salary, benefits, and bonuses. Who else is going to benefit – the golfers because it keeps their fees low and without the people who don't play golf, we got a guarantee that those golfers are taken care of which is why Ms. Shackford shows up so she can take care of their future. Start looking at Staff's materials because you need to shut down the guarantee of the next couple of years.

D. APPROVAL OF AGENDA (for possible action)

Chairwoman Wong asked for any changes; hearing none, she deemed the agenda approved as submitted.

E. GENERAL BUSINESS (for possible action)

E.1. Proposed Settlement of IVGID v. Al Shankle Construction, et al., litigation under Case No. CV14-01540 (Requesting Staff Member: District General Counsel Jason Guinasso)

District General Counsel Guinasso gave an overview of this agenda item.

Chairwoman Wong asked for public comment; receiving none, brought it back to the Board.

Trustee Hammerel made a motion to approve settlement of litigation against Al Shankle Construction, Steinmann Facility Development Consultants, Collaborative Design Studios, and REP Plumbing under Case No. CV14-01540 for \$245,000.00. Trustee Devine seconded the motion. Chairwoman Wong called the question and the motion was unanimously passed.

E.2. 2015/2016 Board Retreat

- a. 2016/2017 Capital Improvement Budget (Requesting Staff Members: Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick and Director of Asset Management and Engineering Manager Brad Johnson)**

General Manager Pinkerton made introductory comments. Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick and Director of Asset Management and Engineering Manager Brad Johnson gave the presentation that was included in the Board packet.

Trustee Hammerel asked how Staff came to that threshold and how and why they think that is still good to keep. Director of Finance, Accounting, Risk Management and Information Technology Eick said that \$2.5 million dollars is a floor because of the cost of issuance and that it was a decision point in 2009 when it was overwhelmingly expensive money. Today, the bigger part is related to the project type and if there is a big gap, Staff is willing to look at other choices but we saw a natural divide at that point thus we landed there. Bonding has changed a great deal and thus it has opened up other possibilities. Director of Asset Management and Engineering Manager Johnson said that projects and assets that are going to far outlive that debt are those that we would be bonding for and that there is an intergenerational equity component as these are typically large buildings with life spans of forty to fifty years. The culvert rehabilitation or pipelines would also be these types of projects because they benefit those in the community well beyond the borrowing time periods.

Trustee Hammerel asked about public versus private offerings and pricing. Director of Finance, Accounting, Risk Management and

Information Technology Eick said that the pricing is reflected in the interest rate and that public offerings are for a larger amount and that private offerings are more the District's style because the cost of issuance and they pay more to attract investors especially for the longer term. The yield curve is not much between 5, 10 or 20 years as right now that is fairly compressed. Also, a tax exempt bond is a good deal.

Chairwoman Wong said that she would not like to see the District do a \$2.5 million dollar bond and then a year later do it again rather she would like us to look at the longer project pipeline and package the debt together and do it so there is not an increase in the Recreation Fee. Trustee Hammerel said he agrees with Chairman Wong and noted that the District has at least \$2.5 million dollars in reserves but the District policy is to have \$5 million dollars in reserves so we haven't quite made our goal and while he is okay with \$2.5 million dollars he would like to get up to \$5 million dollars in reserves because of the pinch point. Director of Finance, Accounting, Risk Management and Information Technology Eick said that Staff has added that to our five year projection commitment. ***Changes to threshold – Staff recommendation is none; Board direction is all of the Board members agreed that \$2.5 million is a good goal for bond proposal and that Staff will look at the pipeline of projects, report on that project and report on what projects can be bundled as well as doing an analysis of our reserves at the time of the proposal.***

Chairwoman Wong said that the correlation to project type and assets with twenty plus year lives is such that she likens this to a mortgage and that the benefit of the asset is over the lifetime you pay for it. Trustee Callicrate said that the public wants us to look at short, medium and long term and looking at \$50 million to \$70 million dollars of projects over a twenty to forty year time period. We need to put that out there to the community as the community wants to know the priorities that are being assigned and that it is piece meal doing ten year bonds. We have to take the bull by the horns and start acting middle age instead of adolescent so he likes this idea. Trustee Hammerel said when he hears from residents about bonding, most don't have an issue when it is for a piece of infrastructure and that their concern is when it is for operational costs or rolling stock thus the second bullet is right on because if it is

for a building, structure, etc. most people don't have a problem. Trustee Devine said he is comfortable with this, concurs with Trustee Hammerel, there is a definite mindset about bonding, and that it is the same kind of mentality one has when buying a house so let's take that concept and gain understanding with it. Trustee Dent said he agrees with his fellow Trustees. ***Correlation to project type – Staff recommendation is reference to asset life and for permanent infrastructure; Board direction is to go with the recommendation of a 20-year life.***

Trustee Hammerel said, as a hypothetical, if we were to have a referendum would it be all or none or can residents pick and choose. Director of Finance, Accounting, Risk Management and Information Technology Eick said it would be posed as a yes or no question on the ballot. Director of Asset Management and Engineering Manager Johnson said that this may be a Board strategy but it would be an up or down vote and with expansion of a new facility or something like it, it could truly be a choice of the community without impact to the District as opposed to taking your medicine which a failing asset is one example. Chairwoman Wong asked what the cost to the District would be for a referendum. Director of Finance, Accounting, Risk Management and Information Technology Eick said he would estimate about \$10,000. Trustee Devine asked if it would be more if it were a special ballot. Director of Finance, Accounting, Risk Management and Information Technology Eick said he would estimate the same for both. Chairwoman Wong said that timing it to a regularly scheduled election would garner more attention. District General Counsel Guinasso said it could also depend on the election cycle; presidential election versus non-presidential election. Trustee Callicrate said that there is a bond retirement forthcoming and this Board and the immediate future Board's need to be really clear as well as fiscally prudent because we have an issue of no maintenance. This is going to put us to the measure and getting all the stuff on the table at once is what we have to do to get that number versus what do we want to do. He likes this because it forces everyone to discuss this and now is the time to bite the bullet, put it out there as there is a lot of background work to be done. We need to start buckling down thus he likes this direction and putting it right out front and being honest with the community and it shows we plan versus doing it after the fact. Trustee Hammerel asked about timing limitations and statutory compliance. Director of Finance,

Accounting, Risk Management and Information Technology Eick said that there are a couple of timing issues and in our Debt Management Policy it talks about the intention to issue a bond and while Staff will embed that, Staff is not saying we can't have a situation like as described. We will have to notify the Washoe County Debt Commission and allow them to have a meeting and then notify the State of Nevada Department of Taxation and go through the process of holding a hearing, at a minimum. We can't get a bond done in less than six months and it can take a year or better. Trustee Hammerel said once it is approved and the vote occurs, when do we have to actually issue the bond. Director of Finance, Accounting, Risk Management and Information Technology Eick said the District has three years to issue the bond. Trustee Dent said that he agrees to consider all options and think about the big issues. ***Changes to maturity – Staff recommendation developing reference and process to add 20 year recreation bonds (if ever needed); Board direction is do it and lay out when we would use 10 year and/or 20 year bonds.***

Trustee Callicrate said that he has brought up, during budget workshops last year, the purchasing of high tickets items and that leasing makes much more sense especially because of the upgrades that are built into the lease and it allows us to do more public/private partnerships. The District has spent millions on purchases in the last ten years and we could have saved a lot of grief with leasing which makes more sense. This is a great opportunity to look at this and at being more prudent with the dollars provided by our community. Trustee Hammerel asked for clarification of leasing and Director of Finance, Accounting, Risk Management and Information Technology Eick provided that and said that we use leasing on the golf carts and that there may be other opportunities in the future. Trustee Hammerel asked if we can wrap the warranty, maintenance, servicing, etc. into the original purchase price. Director of Asset Management and Engineering Manager Johnson gave an example of a snowcat and said that for the third party that issues the debt, the biggest advantage is cash flow with doing payments and that the trade off is you have to pay the financing component but it does provide the flexibility to level out many things including balancing out the Recreation Fee. Trustee Devine said he would go along with pay as you go on a smaller scale. Director of Finance, Accounting, Risk Management and

Information Technology Eick said pay as you use with intergenerational equity. ***Continue study for additional Practice – Staff recommendation adding Municipal Finance Leasing (for equipment); Board direction is to look at as an option, be very clear, debt financing versus lease financing including the analysis and, for any asset, detail and include what the impact is on Recreation Fee.***

Director of Finance, Accounting, Risk Management and Information Technology Eick and Director of Asset Management and Engineering Manager Johnson then went over intergenerational equity. The Board direction on replacement funding was to move that to next Board Retreat.

Chairwoman Wong said, in looking at our 2016 schedule, that she would not be here on January 7, 2016 so she would like to move that to a time that works better for everyone.

Chairwoman Wong called for a break at 3:17 p.m.; the Board reconvened at 3:20 p.m.

b. Solid Waste Enforcement Report (Requesting Staff Member: Director of Public Works Joe Pomroy)

Director of Public Works Joe Pomroy gave his presentation which was included in the Board packet.

Trustee Callicrate asked if the 83 residential violations were multiple violations on various properties or on separate, individual properties. Director of Public Works Pomroy said it was 83 separate residences. Trustee Callicrate said there are 1,526 residential trash stops and 83 residential complaints which is less than five percent which he thinks is really good compliance because it is two percent on the total. When there is an attractant, and he understands the sensitivity, the numbers are pretty small. The recycling service charges are potentially huge and he doesn't want it to be seen as the District hasn't done well just because two to five percent have problems which shouldn't overshadow the great work done by the District. He understands the consistent look and its update to the community so great job and thank you for the update. Director of Public Works Pomroy said that the District can't enforce itself into perfect

containment and we aren't advocating for everyone to have a wildlife container and noted that the General Manager's Committee is to make recommendations on containerization and other items. With the new franchise agreement, we may have new mechanisms through the collector. District General Counsel Guinasso said, from a legal perspective, one of the finds the Board made was controlling trash is a public safety matter and a wildlife matter and that while Public Works is doing a great job at five percent, five percent isn't good enough because of the risk to the public. Wildlife breaking into a house is a regular occurrence and case for the state so the conflicts that do come up may create substantial risk to the community and wildlife. In entering into the next phase, he would ask that consideration be given, when public safety is an issue, to zero tolerance and having zero as a goal because the District is being a good steward of the public and the wildlife. Trustee Hammerel said in the case studies that were put together, on the residential side, are they the same homes over and over or are they all over the place. Director of Public Works Pomroy said that are all over the place but there are repeats with nine out of ten being new and sometimes it is a new owner and we have to start all over again. Trustee Hammerel said he does see the challenges with residential compliance and he is obviously in favor of a containerized situation and that comes from a blight perspective and then from the wildlife side he does hear frustration with there being no control and why is that. He does see that there is not a lot that a general improvement district can enforce or even a social practice to get into compliance because we aren't a town or a city. Our powers encompass solid waste but not to the degree of others. NDOW is a fairly well gardened organization that doesn't do outreach so our residents feel that their hands are tied and they can't get anything done. There have been two methodologies used and both have seen successes and so the goal should be to try and get to a hybrid of both of these and maybe ask for volunteers to help out. While he doesn't know what that looks like, the question is how do we allow residents to feel they are getting something done and maybe that is an incentive, which he knows is just spit balling, but he sees the level of frustration rising and thus he would like to find some resolution sooner rather than later. Chairwoman Wong asked, who from the Board, would like to volunteer to serve – Trustees Devine and Hammerel both volunteered and Chairwoman Wong asked that Ms. Stark be considered as a community member of this committee. Director of

Public Works Pomroy said that he hopes to resolve this by December 2016 and that Staff will keep on thinking about this. General Manager Pinkerton said that Staff wanted to make sure that the Board had the documentation to present to the community to show our deliberate approach which has been extremely successful in the commercial realm and noted that the reduction in fines is solving issues rather than sending out multiple nasty letters and that encouragement would be appreciated at the Country Club Mall.

F. PUBLIC COMMENTS*

Pete Todoroff said that he was a property manager for the Country Club Mall when their enclosure was put up and he believes that it is up to the property manager and that when the container is filled up, in the summertime, that they would do an extra pickup thus there never was a problem so this is the responsibility of the property manager and during his tenure, they never had one problem. There are a lot of associations here and the property manager needs to make that a part of his role to go around and check.

Jack Robb, Deputy Director of NDOW, said that he appreciated Staff's presentation and appreciates the Board members being in possession of it. It is a serious public safety risk and if all moved out of our houses then there would be no bears because the bears are here because of the human subsidy of food. NDOW wants to continue working with this Board because if we work together and keep the trash secured then everyone will be safe.

G. ADJOURNMENT (for possible action)

The meeting was adjourned at 4:04 p.m.

Respectfully submitted,
Susan A. Herron, CMC
District Clerk

Attachments*:

**In accordance with NRS 241.035.1(d), the following attachments are included but have neither been fact checked or verified by the District and are solely the thoughts, opinions, statements, etc. of the author as identified below.*

Submitted by Clifford F. Dobler: (3 pages) IVGID Board Study Session, October 1, 2015, Comments by Clifford F. Dobler to be included in minutes of meeting

IVGID Board Study Session

October 1, 2015

comments by Clifford F. Dobler

to be included in minutes of meeting

Point One

I contend that the \$5,271,000 of Unrestricted Net Position in the Community Service Fund as of June 30, 2015 (Page 25 of Presentation)is required as follows

a) \$1,083,000 *FOR CARRYOVER PROJECTS*

b) \$1,750,000 for 6 months of bills

c) remainder of \$2,438,000 was collected from the Facility Fee over several years for reserves to replace EXISTING Projects not for new projects.

Point Two

The Diamond Peak master Plan project funding is not apparent. Below is a list of funding sources indicated in the past:

- 1) 5 year capital plan indicates "Non Facility Fee Source"
- 2) Debt Management Plan - "Revenues or Borrowings"
- 3) Steering Committee Report - Bond Borrowings
- 4) Verbal Exchange at Steering Committee Report Presentation between Pinkerton and Smith. Pinkerton indicated "We have adequate reserves"
- 5) Project included in Strategic Plan - no mention of funding
- 6) Board Study Session October 1, 2015 - "Will not be funded by the use of Facility Fee" (page 19 of Presentation)

HOW IS THIS PROJECT FOR THE FIRST TWO PHASES TO BE FUNDED.?

IVGID Board Study Session

October 1, 2015

comments by Clifford F. Dobler

to be included in minutes of meeting

A simple take on the material to be presented in 3 minutes or less on a page and one half.

All comments relate to the Community Services Fund

1) There are three replacement projects considered Priority #1 wherein there is not adequate reserves to accomplish the projects. A bond is suggested to fund an estimated \$6,950,000 in cost with repayment over a 20 term.

2) There is one new idea project (Diamond Peak Summer Plan) considered a Priority #3 project wherein all we know is it "**will not be funded by the use of Facility Fees**". If no bond or borrowing is mentioned then the only source of funding would be reserves.

3) There is only \$2,438,000 of available reserves in the Unrestricted Net Position after deducting \$1,083,000 in carryover capital projects and \$1,750,000 in estimated cash to cover 6 months of bills. (per Gerry Eick).

4) I assert that the reserve funds of \$2,438,000 raised over the past several years plus the \$1,083,000 in carryover projects should be transferred to the Capital Expenditure Fund. (page 28 of Presentation). The fund is actually called the Capital Projects Fund.

5) There is an idea to begin using Municipal Finance Leasing for new equipment. This idea will help increase immediate cash by making payments over time. In the current budget the planned equipment purchases are over \$750,000 so approximately \$2,000,000 could be added to the cash pot in the next three years . **I do not recommend additional borrowing.**

6) A sizable amount of cash will be required in excess of our meager reserves to "intentionally" start and fund the three priority #1 projects prior to issuing bonds in 2018. My estimate for design, fees, studies, a pre construction cost will range from \$1,500,000 to \$2,500,000. **Citizens should be made aware of this.**

7) A Replacement Funding is appropriate but would require annual funding which should be developed **by a reserve study conducted by an outside firm.** (page 26 of the presentation). Routine capital should be defined.

9) So if over the next 3 years we want to fund a Priority #3 project, fund start up costs on Priority #1 projects and fund a Replacement Funding account **we will need some details.**

9) I ask the Board not to AGREE to the definition of Intergenerational Equity as the definition used on Page 17 of the presentation cannot be found in any dictionary.

MINUTES

SPECIAL MEETING OF OCTOBER 21, 2015 Incline Village General Improvement District

The special meeting of the Board of Trustees of the Incline Village General Improvement District was called to order by Chairwoman Kendra Wong on Wednesday, October 21, 2015 at 5:33 p.m. at the Chateau located at 955 Fairway Boulevard, Incline Village, Nevada.

A. PLEDGE OF ALLEGIANCE*

The pledge of allegiance was recited.

B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

On roll call, present were Trustees Bill Devine, Jim Hammerel, Matthew Dent, Kendra Wong, and Tim Callicrate.

Also present were District Staff Members Director of Asset Management Brad Johnson, General Manager of Diamond Peak Ski Resort Brad Wilson, Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick, Director of Parks and Recreation Indra Winquest, and Marketing Manager/PIO Kayla Anderson.

Members of the public present were Leo Craft, Steve Dolan, Jean Eick, Frank Wright, Bob Sendall, Paul Reynolds, Bill Echols, Al O'Connor, Gene Brockman, Cliff Dobler, Mary McKenna, Kathleen Watty, Michael Abel, Steve King, Margaret Martini, Jesse Jameson, Eric Severance, Howard Beckerman, and others.

(139 individuals in attendance at the start of the meeting which includes Trustees, Staff and members of the public.)

C. PUBLIC COMMENTS*

Judy Miller said that she was speaking in response to the General Manager's Corner of October 15 and read from a prepared statement that was asked for and not submitted.

Aaron Katz said he had two items to speak about and the first was reserves; IVGID has no reserve funds because none of the reserves have been assigned to our reserve fund. There was money accumulated for reserves which were to be used for future capital projects and it turns out it is being spent on excess

Minutes

Meeting of October 21, 2015

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operating costs. That is not the purpose of smoothing or of the Recreation Fee and it is what is happening right now. His second subject is the General Manager's Corner of October 15. The General Manager represented that IVGID Staff has decided to go into the businesses it is in because the community tells IVGID to do it. There were several examples such as the beach which in no way did the community tell IVGID to purchase those beaches, the community didn't tell IVGID to buy Bowl Incline or Incline Lake, IVGID owned about 26 acres of land which they sold a portion to the school district and then gave the balance to Parasol for \$1 per year – did the community say to do that. IVGID has bought the high school athletic field and no one told them to do it. If the community wants something, this Board needs to ask the community and he is asking the Board to do that before you undertake any kind of projects.

Margaret Martini said that she is extremely upset by the General Manager's Corner of October 15; it says that IVGID is not a business rather it is a government agency so we have to break even or make money because we are a government and everyone has to pay for it. We need to rethink this mindset because this Board owes the community at least some financial stability and responsibility. We may be a government but we are also not, like Ms. Miller said, we need to provide basic services and not world class recreation on the backs of the taxpayers.

Cliff Dobler said that he was glad that everyone came out to hear him speak; he is here to talk about the General Manager's Corner of October 15. He wants to say that profits and income are necessary to allow government or business to survive. In discussing the new project at Diamond Peak, one of the primary drivers was a new profit enterprise to drive up profits. According to the District's financial reports, for the past seven years, every year the District has reported a profit in Community Services and Beaches and we have profit of over \$10,700,000 for Community Services and over \$2,500,000 in the Beaches. Without this, the District wouldn't have the money to do projects and he is taking this information right out of the District's published reports. He has heard, on the street, that the District doesn't make a profit, well, yes it does and it does so every year but no we don't because we pick up the entire Recreation Fee as revenue so therefore every year you are going to make revenue yet everyone thinks the Recreation Fee is allocated to debt, capital projects, and operations. Every year, the Board passes a resolution that says that the District is providing benefits to the community and that the community is giving \$830 in exchange for those services and that this fee is fair and reasonable. This resolution allows the District to pick up the entire Recreation Fee so the District makes money every year.

Frank Wright said he was not sure where to start so he will tell this Board right now that we have a problem and it is a huge, huge problem in this town. Bernie Madoff is considered the biggest sleaze ball and he is serving a long time in prison. There have been other individuals who have ripped off their communities and the City of Bell was ripped off big time and the government stepped in and stopped it. He has asked this question at the last four meetings – is he paying for the beaches that he can't use. He asked a Board member to ask Staff and they did that and Staff said no. If Staff is lying, and if he can prove it, then we have a problem. Staff is not being forthcoming and he has to fight like cats and dogs to get information but Staff has more and more funds and he can't get an answer; why won't anyone ask the question as Staff wasn't forthcoming when he asked the question. How can the Board spend money on this new project if they don't know if Staff is honest and forthright; this is the same model as Bernie because Staff doesn't let people get to the books so don't go forth with this project until you know if have or don't have the money and explain where our money is going. Put Staff on the spot because you know what he is talking about and misappropriation of funds is wrong and it has been going on too long.

Leo Craft thanked the Board for letting him speak and that his topic is much easier. Three or four years ago, the Board of Trustees decided that they would let the Diamond Peak Ski Team use two parking spots in the Diamond Peak parking lot next to the locker room. These two parking spots have the donors' names on them as they donated to the Diamond Peak Ski Team. The Diamond Peak Ski Team is not IVGID. Could he have a parking spot near the golf course if he donates to the high school golf team? Please do not donate these parking places as they are elitist and a safety issue.

Mike Abel – Add a little levity to the proceedings, there was a guy named Don Corleone, his accountant quit, had three candidates, called them in one at a time, question what is two and two, answer it is four, next guy six times six obviously thirty six, thanks for your time, nine times nine, answer is whatever you want it to be. This is how we run things at IVGID. When we need money, we add to ad valorem taxes, Recreation Fee, and utility fees. It is all loosey goosey and done to make the books right because that's what Staff does.

D. APPROVAL OF AGENDA (for possible action)

Chairwoman Wong asked for any changes and, hearing none, deemed the agenda approved as submitted.

E. GENERAL BUSINESS (for possible action)

E.1. Approval of the Amended Diamond Peak Master Plan and Authorization to Move Forward with Environmental Clearances and Select Construction Permits (Requesting Staff Members: Brad Wilson, Diamond Peak Ski Resort General Manager and Brad Johnson, Director of Asset Management)

Diamond Peak Ski Resort General Manager Brad Wilson and Director of Asset Management Brad Johnson gave the presentation that was in the packet.

Trustee Callicrate thanked Staff for an excellent presentation and overview and said that he hoped that it educated folks as well as the Board on all aspects. What rough dollar amount, in carryover do we have for capital improvement projects and that would be for the whole District over the last four years. Director of Asset Management Johnson said that he didn't know the exact number but that the projected spend averages \$7.5 million dollars District-wide and we have \$35 million to \$40 million dollars in capital over the whole District. Trustee Callicrate said he would like to know that number as we have several projects that have been put forth like the Mountain Golf Course clubhouse and the Administration building and we keep moving them out so he wants to make sure the Board is aware of that and that the upfront cost of \$500,000 is for this whole process and that commitment begs for the money going forward so he just wants to clarify that. It is no secret how he feels and he wants to be as upfront as possible because he wants the numbers out there as this is a huge undertaking and it is taking on something that is new and it is before we have taken care of what we are obliged to take care of. Director of Asset Management Johnson said that the District does have a broad and comprehensive list planned for the future and that this process tonight is about doing that due diligence. Diamond Peak has outdated infrastructure and Snowflake Lodge stands out and are we doing this sooner rather than later, yes, and the ask is to commit \$400,000 to \$500,000 which is doing good due diligence about preparing future Boards on making commitments. A commitment today is not a commitment over any other facility because that is ultimately a decision that future Boards have to make. This process is about informing the future Board and prioritizing public dollars.

Trustee Devine said on the presentation, page 4, he is missing that page. Director of Asset Management Johnson said that page got left out of the packet as it was a last minute addition. Trustee Devine said that it is giving the Board a framework and that we are not committing to any of those numbers but rather just putting them into perspective. Director of Asset Management Johnson said

that is exactly right and that there does need to be a community discussion and vote by a future Board. What the ask is tonight is to do the regulatory due diligence and that the choice to build or not build is a decision to be made by future Boards. Trustee Devine said as far as capital improvements and different venues goes, this is equal with the others and that the reason this is being done is to put it on the same level playing field and time frame as Diamond Peak has been put two years behind; and asked if that was fair. Director of Asset Management Johnson said that is correct and that Staff wants future Boards to make informed decisions. Because the District has to go through the TRPA process, we can't discuss this until we know if we can actually do it and future Boards can't prioritize until we know if TRPA will approve a Snowflake Lodge like we have designed so we put this out there to allow future Boards to make decisions.

Trustee Callicrate said, regarding Snowflake Lodge, there are pro and con people but he thinks all can agree that it is falling down. Since it is used during the ski season, when is it available for a renovation or is the District allowed to put up a similarly designed, same footprint structure up there. Director of Asset Management Johnson said that our ability to radically change that building or its operations is limited by the current master plan. If we keep the services the same but expand to offer more seating, alter food and beverage services, or operate that building in the summer, it will require a new master plan and a comprehensive Environmental Impact Statement (EIS).

Trustee Devine said, referencing agenda packet page 9, the concurrent review for construction permits, will that be coming before the Board to get approval of the \$350,000 to \$450,000 and do you know those costs and if we didn't do it but did it later what that would be as that is what he would like to understand. Director of Asset Management Johnson said by submitting for concurrent review there would be no additional costs because they would be mobilized and working and that doing concurrent review allows the process to be streamlined and that if we separate it that is when more costs come in as it would be a separate application and process so we would incur costs and it would be based on what is included. Trustee Devine said so this is saving on the costs and he is just putting that out there as he wants everyone to understand that there is no commitment to any of these projects.

Chairwoman Wong said that an EIS takes eighteen to twenty four months and construction permits are for three years so is there a chance they might expire. Director of Asset Management Johnson said that the construction permits are not issued until the EIS is complete and that from the date of issuance, we have

three years to start construction and so long as we demonstrate progress, we can extend those permits as we don't have to be one hundred percent complete but we do have to start some form of construction and show progress within those three years.

Trustee Dent asked if voting for the Diamond Peak Master Plan approves the funding of the EIS contract; Director of Asset Management Johnson said no. Trustee Dent asked if voting for the Diamond Peak Master Plan approves Phase 1a; Director of Asset Management Johnson said no. Trustee Dent asked if voting for the Diamond Peak Master Plan approves Phase 1b; Director of Asset Management Johnson said no. Trustee Dent asked if voting for the Diamond Peak Master Plan approves Phase 2; Director of Asset Management Johnson said no. Trustee Dent asked if voting for the Diamond Peak Master Plan approves Phase 3; Director of Asset Management Johnson said no nor Phase 4.

Hearing no further comment from the Board, Chairwoman Wong opened the matter for public comment.

Al O'Connor said that he presented the Diamond Peak Master Plan Steering Committee report on July 15 and what is being asked is to approve the Master Plan and a list of projects that the Steering Committee felt was appropriate and that it is a guess at this point. What the Director of Asset Management covered is the permitting process and it is the follow on phases that are the big costs. Nothing that IVGID has on their plate right now has the profit potential. If this fails or there are delays and we don't do it, then the whole project stops. To fail is to shrink the future. Snowflake Lodge will be a huge topic as it is proposed to be an eighty thousand square foot lodge and that isn't clear but it is a dump so it is great to do something with it and it being in the plan. There was a restaurant in the prior plan that didn't get built. The estimating of costs is for twelve years from now so it is just an estimate. He hopes that both this Board and future Boards will scrutinize costs. It is appropriate for Diamond Peak and it will probably be in force for the next twenty years so please approve what Staff is asking for.

Bill Echols read from a prepared statement which was submitted and is attached hereto.

Randy Jones said that he recently attended a community dinner and the discussion at his table turned to why people moved to Incline Village and one gentleman said six years ago he looked all over the basin and that he came to Incline Village where he was so impressed with the offered amenities that he bought a home and has lived here for six years. Someone asked the gentleman if

he skied and he said he didn't but he wanted to be here and that he knows that IVGID is doing a good job of making available a full range of amenities. This statement mirrored his opinion as he came here for a wide range of amenities thus he urges the Board to continue to improve and that Diamond Peak is one part so follow Staff's recommendation and continue this process.

Linda Newman read from a prepared statement which was submitted and is attached hereto.

Mark Newman said that he would like to go on the record as saying that most of the Diamond Peak Master Plan should be brought to venture capitalists in San Francisco and let them opine as that would give you tremendous cover. If you go ahead without that review and for some reason something turns into a disaster who ends paying for it – the property owners. This is taxation without representation and that didn't go well before and it won't go well again.

Judith Miller read from a prepared statement which was not submitted but Ms. Miller stated she would provide it after the meeting. *[Post Meeting Notation: Ms. Miller did not provide her written statement.]*

Aaron Katz asked that agenda packet page 11 be pulled up as a reference because it tells you what the Board's options are but that there is another option and that the Diamond Peak Master Plan is one thing and implementation is another thing so why not approve the plan and not go through with the implementation. Mr. Katz then gave an overview of the history of the District since 1968 and said that the Board is now doing what it said it wouldn't do as the money has increased and his spreadsheet shows that. This item is supposed to fund itself and that is not true as it is coming from the Recreation Fee and there is more money needed now which will also come from the Recreation Fee. Where is the money coming from to do the EIS; it is coming from the Recreation Fee and it isn't going to cost \$350,000 because the District has to reimburse TRPA and the USFS and this Board already approved \$150,000 and up to \$200,000 so it is going to be a million dollars and you don't have to do anything. The question is after spending a million dollars will anyone say it is a bad idea. Approve the plan, survey the property owners and let's find out what we want; Mr. Katz submitted a written statement.

Margaret Martini said that there is little understanding about the real costs and where the money is coming from to pay for it. The Steering Committee was tasked with finding the money and they didn't do their job so they did a disservice to our community in speaking out in favor and we are now less informed because

we relied upon them to do the financial due diligence. All funding will be paid by our Recreation Fee; Staff and SE Group represented that this would never occur. At the end of the day, it is the property owners who are into this project for over a million dollars before a shovel of dirt is turned. This will be paid for with our Recreation Fee and this was misrepresented to the Steering Committee. Do you really think there can ever be any turning back? In this presentation, there was Staff double speak to scare the hell out of everyone. Has the community been asked – resounding no. There is no mention of how to pay for it which is amazing, isn't it.

Mary McKenna said how many chairs are there in this room and imagine them all filled. She distributed a petition and said that there are about two hundred people who are opposed so imagine them here and twice the number of chairs. It isn't just a handful of people who oppose this plan. It is one thing for Staff to behave like bullies and be disrespectful but we hold the Board to a higher standard and need you to rise to that higher standard and listen to those property owners who elected you as part of your job. Even Staff mentioned the importance of including the property owners as there was only one plan to consider. This community holds a wealth of talent in finance in its property owners. These people have read all the pages and they are shaking their heads because the numbers just don't plain make sense so use the wealth of the people, listen to the people in this community, poll the people that are the property owners, and rise to the higher standard.

Steve Pulver said he is the President of Bitterbrush II and that he represents 108 property owners and noted that he was also on the Steering Committee representing the community. We believe that Diamond Peak and IVGID are very good neighbors as they respond to our concerns, have met with us to discuss our concerns, and that he voted with the nine members in the majority and that he feels strongly that the Board needs to move forward as Staff has recommended; we are the closest neighbors and we support what the Steering Committee recommended.

Cliff Dobler said he had a couple of points of clarification; the five year capital plan is for \$56 million dollars and the carryover is about \$11 million dollars. The Steering Committee report and the Master Plan have several pages about the huge profits that this thing is going to make and that future phases will pay for. The whole thing hinges on making profits and the whole idea is the District is not in the business to make a profit but we are planning on making a profit. The question is if you didn't make any profits would you do it? He was a Trustee at a college and to get the master plan completed it was about \$700,000. Mr. Echols

thought a vote was appropriate. I offered to donate \$25,000 for a vote if it would be matched to get that vote. The plan says there is only 30% usage by residents so getting a vote is a good idea but it is not the process we are going to go through but he wants it known that his donation is still out there to get a vote. The major portion of the plan is profits so we are in this to make profits because that is why we are doing it.

Ryan Ritchie thanked the Board and the Steering Committee for the time and effort they have devoted to this and said that he is glad to see a productive discussion. He is speaking in support of the Diamond Peak Master Plan and said that there are a number of constituencies to consider. First is the Diamond Peak Ski Education Foundation, which he is the newly elected President, and they are one of the less noisy special interest groups and the relationship is a phenomenal one and that he is excited about the growth. The Diamond Peak Master Plan is an important component for these athletes and we are also taxpayers and property owners in town. Building a more developed facility is important to keep us attracted to Diamond Peak. All community members should be excited about upgrades to all venues. Tourism is another component and when we keep more people in town, it supports our local businesses who are also taxpayers. More personally, he moved here because of Diamond Peak as it is a good facility that can get better in order to attract families to pay taxes and support this operation. The Diamond Peak Master Plan provides a lot of positive summer activities and he has two young children and many visitors that come to visit. In the end, this is a positive program going forward and he supports the proposal.

Frank Wright was not presented when called upon to comment.

Keith Hansen said that he has been a property owner for thirteen years and one of the things that attracted them was the great recreation facilities and that he is grateful to those that preceded this Board. This Board needs to do their part to maintain the facilities and while he does have questions and concerns he did appreciate the explanation that was given today so thank you. He did want to compliment Staff regarding the beach access and facilities as that was a terrific presentation that was based on community input which was explained, a recommendation was given, and then it allowed us to move forward based on how we should proceed. That was terrific and he wrote about that in the newspaper. He would like the Board to solicit the input from the community and then explain the results of that survey because then we will have the confidence to move together and to listen and to see if we get what we want or don't want. EIS or not is a valid point so we can move forward on that. Since the Board

doesn't know what it wants and there are different people with different desires, a survey is a good way to get it understood what we are dealing with and then to deal with it.

Liz Harrell said that she was lucky enough to serve on the Steering Committee and that when they started it was 50/50 split and that the members were chosen for different reasons. The committee sifted through a ton of information and they spent a lot of time with a group of intelligent people who changed their minds and resulted with nine members of the committee wanting the plan. Vote for progress because Incline Village needs it and surveys don't work as the committee talked about that over and over again at almost every meeting. Surveys don't work and that's why this Board was elected to make the best decision for the community.

Paul Reynolds thanked the Board for the opportunity to comment and said that he is here to support the recommendation and hopes that the Board does approve the plan. He moved here eighteen years ago and Diamond Peak isn't the same as it was eighteen years ago and thank God there was a Board that approved a road map. He thinks that the whole problem is there are people who are not listening and that we are very, very fortunate to have people like these Staff members working at IVGID and that we have this Board. The people who speak negatively aren't listening. Some of the people who spoke negatively might have had a ghost writer as they all sounded the same. When you sort out the facts, you know what the people want. No, we aren't spending all this money at one time. Please approve the plan and know that someone wrote for those who oppose and resist because when they resist change they become architects of decay and we don't need any more architects of decay in our community as we already have plenty.

Leo Craft passed when called upon to comment.

Sherm Egan said he is the Vice President of Mountain Shadows which is Diamond Peak's second closest neighbor and the second largest condo association. Diamond Peak is very important for our property values along with all the Incline Village amenities and any investment that is made into those things is good for us and for the property values for everyone so anything you can do to cut short the architects of failure and depreciation is appreciated. He is very much in support of this plan and hopes that this can be done. As a sidebar, he is very much appalled at the language used by the public and calling Staff bullies and Trustees felons.

Mike Abel said that he takes issue with being called an architect of doom as he uses all the facilities and supports the improvement of the beach facilities as well as improvement of other things as there is a lot of good stuff here. The Diamond Peak Master Plan is not one of them and he is representing the IVGID4us.org group. Mr. Abel then read from a prepared statement that is attached hereto.

Eric Severance said that he is here as a citizen, businessman, knowledgeable resort manager, and Steering Committee member and that this is not about a cost estimate, etc. and that there have been plenty of changes made to the last master plan. We are thirty years into our last twenty year plan so let's get on with this and pursue it. We all know the plan takes a low risk approach in summer activities and that we are not the first to pursue as we have let others debug it so we learned what works best and what are the best technologies. Summer activities are not just a good idea but they may be the answer to the very survival of Diamond Peak just as snowmaking was. Numbers are too high and lavish spending or cost estimates are too low – they are neither rather they are best estimates. We have a chance with this process and it is a good plan as modified so he sees this as a leadership opportunity for the Board to allow us to move forward.

Andrew Wolfe said he is a resident, business owner, property owner and parent who has supported the Diamond Peak Master Plan in every variance and he supports it again. He commends Staff for an incredibly clear presentation in public. Al O'Connor is a voice of reason that started out opposing and then lead the movement to approve it. It can't be done with a poll as it was done with the Steering Committee which was the process that was needed. Any project will require the environmental process and IVGID is a major land owner who needs a new master plan to operate. It is inescapable that IVGID needs to do this and he supports it in all versions. He thinks the Board should approve Staff's recommendation and commit to the NEPA process and commit the monies necessary. As to doing a poll, the proponents seem to think that there is a group that will let you know that they are negative about the plan yet they never have come forth before so it would be a poll of people on sound bites.

Andy Whyman said he would like to submit that this plan be put forth to the Clinton Foundation and see if they will fund it but he doesn't think they have enough money for the entire project; sorry, that wasn't very funny. He is troubled that so many people feel negative about this project. There are a handful of naysayers that drag everything down and there is a great majority that thinks this is great. He hopes that the Board knows because if they don't then they should take a bite at surveying the community on the first part of this proposal. It is

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confusing to sit here and understand if you are in support the Diamond Peak Master Plan and what we are supporting as the first preliminary submission. He is troubled because he isn't in favor of the wish list. When one says support, he knows what is meant but he thinks the Board should try and break this down so when a submission is talked about it is made clear as it is his impression that we have a number of moving parts which can be quite expensive and that all of those need to be taken into consideration.

Jack Tedford said that he has heard a lot of negative things and that most are from the same people that he always hears at every meeting. He basically approves what Staff is asking for tonight as we don't know if we can get anything through TRPA without doing these first steps so he would encourage the Board to do that. We live in a really nice community with really nice facilities because we have people and Boards with vision so he hopes this Board will carry on to continue to enhance living in Incline.

Hearing no further public comment, Chairwoman Wong brought the matter back to the Board and, at 7:31 p.m. called for a break. The Board reconvened at 7:43 p.m.

Trustee Callicrate said that he has concerns about moving forward and with the adoption of what has been purposed. Where is the money coming from? He campaigned on not moving forward at this time which is important to him as we have so much that we have been putting off so we need to prioritize. His recommendation would be that we should go through the next ski season and bring it up at the end of the season because of El Nino and because we need to vet through the most vexing issue so the community is well informed. Why a survey – we have done them before and been both successful and unsuccessful but it is all in how you write it. We got a petition and he knows that most people don't show up because they don't have time but that he does appreciate those folks that are here. You are not falling on deaf ears and there are about 8,000 they we don't hear from and we need to take that into consideration. He campaigned on not being in favor of this plan and while he likes some of the ideas, he doesn't feel we should be moving forward as it is a sizeable portion of money. He agrees that there is some merit to the comment about how we can turn our backs on this and not move forward once we have done this step. There are opportunities to tweak this even more and get more feedback therefore he would like to see it put into next spring in order to find out what this community wants to do because they haven't been asked. He implores his colleagues on the Board to agree with him because once we make the commitment, and he has

been here for thirty years and he has watched how it works, it just doesn't happen that way.

Trustee Devine said in listening to Trustee Callicrate's comment about not knowing where the money is coming from is that about the initial money or the full concept. Trustee Callicrate said it is both. Trustee Devine said that is articulating a misconception from some in the community that if we approve the master plan that we are approving all the items and that is not what we are doing and that your experience is full forward. Staff gave us an example about Snowflake Lodge and that \$250,000 was in the budget last fiscal year and \$150,000 was budgeted this year so that is where the \$400,000 is coming from and when you say other monies that is saying it properly so he is worried about the comments being legitimate and the perception of saying we have okayed the whole plan when we haven't. Trustee Callicrate said what we are being asked to approve tonight is moving ahead with concurrent review and that \$250,000 is a carryover from last year but that we have several million dollars in carryover projects so we don't have the reserves or that money. This starts the train moving by going through the reviews and once we submit to TRPA we are committing ourselves to the rest of the recommendations. Future Boards will have the vote but will say they spent x dollars so how can we stop and turn back. He is for progress but not at the expense of the other things that are hanging out there. He is not opposed to this but wants to do look at it at the end of the season and have a chance to vet some items because he doesn't know what the numbers are for it and against it and while he has a good idea, it's an idea that he can't state as a fact. This is monumental and granted the District is ten years out on a thirty year plan but when does the beach plan get done. The whole process has been pushed and pushed and he campaigned on this so he wants to stick to his campaign promise and vote against it and you can vote however you want. Trustee Devine said that he wasn't trying to get into an argument but that when the Diamond Peak Master Plan came up, SE Group and Staff held community open houses which were along the lines of what Trustee Callicrate suggested and we all had an open mind and looked at the whole process. The master plan gives us the framework therefore without doing this we are showing incompetency on the Board and not putting us at the forefront but rather putting us behind and it even hints that we are approving everything is not giving enough credit to future Boards. We are not approving everything so let's look at this for what it is and it is to let Staff start the ball rolling and we can look at the capital at the same time. He understands where Trustee Callicrate is coming from but this Board has the ability to take it out to the community and then bring forward those items that they learn about.

Chairwoman Wong said that at the end of Fiscal Year 2015, there will be \$10.6 million dollars of carryover, \$1.1 million dollars in Community Services and \$9.5 million dollars in Utilities so the funding mechanisms are built into our rate studies. Trustee Callicrate said that doesn't take into account the past or future year to year and bringing things forward other than the Recreation Fee, ad valorem taxes, bonding, etc. He doesn't want to belabor this as he is just one vote and he has expressed his feelings of being against this project for over a year and that this is not the time and spring is the time.

Trustee Devine said that Trustee Callicrate is one vote out of five votes and that he doesn't know how any other Trustee is going to vote because he has had no conversations with any other Trustee.

Trustee Callicrate said he stands corrected as he doesn't know either how others are going to vote.

Trustee Hammerel said that he respects Trustee Callicrate for his views and thanked the Steering Committee, Steering Committee facilitator, Staff, Board and our public, who are the most important, for providing us with input, public comments, e-mails, and telephone calls and that he also thanks the 700 people who filled out the survey. He also thanks the contractors who have done the thorough analysis for a high quality plan. He is optimistic that moving forward with this plan will enable us to proceed with a multi-decade vision for a community asset and that it is an opportunity to provide long term stability for a venue that is dependent on an ever increasing weather pattern.

Trustee Hammerel made a motion to:

1. Approve the Diamond Peak Master Plan dated August 2015 as amended by the Diamond Peak Master Plan Community Steering Committee recommendations.
2. Authorize Staff to submit the Plan to the Tahoe Regional Planning Agency (TRPA), the United States Forest Service (USFS), and Washoe County (where necessary) for environmental clearances and approval.
3. Authorize Staff to submit for concurrent review of Phase 1a of the Master Plan by TRPA and Washoe County for construction permits.

Trustee Devine seconded the motion. Chairwoman Wong called the question and Trustees Wong, Dent, Hammerel and Devine voted in favor of the motion. Trustee Callicrate voted opposed to the motion. The motion passed.

F. PUBLIC COMMENTS*

When called upon, the following individuals were not present to comment – Linda Newman, Mark Newman, Judith Miller, Mary McKenna, Steve Pulver, Ryan Ritchie, Sherm Egan, Mike Abel, and Aaron Katz.

Margaret Martini said she wrote her own thoughts and it is in her handwriting and that the last public comment was rude and incorrect. Looking at the charts, etc. she thinks it tells a lot, an awful lot, about the financial feasibility. She looked at the proposed ideas for recreation at Diamond Peak and she would use it once a year so how do you think that will pay for it when she will use it once a year and that is going to get us four or five million dollars in profit. No one is looking at the numbers as we can't even pay for the studies.

Cliff Dobler said that he wanted to continue this idea that the entire Recreation Fee goes into revenues yet many in the community believe it is being used for capital improvements. When we make a yearly Recreation Fee that we allocate to three components – operations, capital and debt – that we actually put it into those funds and that it not go into the revenues of the operations and then we can truly find out. He appreciated that Trustee Hammerel listened to this and knows that it would solve a lot of issues if it was split up and put it into those funds. It is funny that Trustee Callicrate asked that question as he is doing an analysis of the last six years and we missed our budgeted revenue by about 6% and we missed our capital projects over the six years by seven million dollars by cancelling, delaying or putting them off so of a \$38 million dollar budget we only spent \$27 million dollars because we didn't the revenue target and that is why we now have a big carryover.

Andy Whyman said he would like to comment about the process. He just heard Mr. Dobler say that Trustee Callicrate is right and he didn't hear anyone from the Board say they were wrong. He applauds Trustee Callicrate for his articulate argument against and he would like to hear equal arguments so those of us that are sitting out here know where the balance of the Board is coming from and it improves transparency and is more entertaining.

Hearing no further public comments, Chairwoman Wong closed public comments.

Chairwoman Wong said that she would like to cancel the October 28 meeting. Trustee Callicrate said that he had a concern; there is a meeting tomorrow about medical marijuana and does the District have a position or not. He has received numerous telephone calls from folks in the community that are opposed and none that are for it. He knows it is going somewhere on the main drag and that there are a lot of concerns with school age children so he didn't know if it was appropriate to send a District representative and he knows that this is not agendized but it does affect this community. General Manager Pinkerton said that the District will have a presence at the meeting and, as a follow up, the District has no jurisdiction but we are engaged in the discussions. District General Counsel Reese said as to the specific question and because there is no reference on the agenda, the Board cannot make a decision tonight. He is not up to speed with this issue but he has been involved statewide. Trustee Callicrate said that the concerns are coming from parents with school age kids and, if it is for medical use, then why isn't it being dispensed out of a pharmacy. This is going to impact the community as there is the opportunity to have three dispensaries within Incline Village/Crystal Bay and there are a variety of issues so the Board may want to discuss this matter such that the District may want to have a position or if it shouldn't be at the forefront because something is going to be happening and as representatives we need to be ahead of this. He too is not up on the issue but he would like it to come back and be an issue for this Board. He would also like to put this matter on an agenda sooner rather than later. District General Counsel Reese said he supports whatever direction the Board wants to go but that his recommendation is that this would be best for a workshop as it is not within our jurisdiction and that concerns could be raised in the Washoe County chambers and with Washoe County Commissioner Berkgigler and that this may be an opportunity to get involved in their purview and he can help with that. Trustee Hammerel said that he echoes the sentiments but that this is well beyond the purview of this District who is responsible for water, sewer, solid waste and recreation and that doesn't include this matter. He appreciates being informed but that this is a Washoe County issue. Trustee Callicrate said that this is about public safety within the District and we do have an opportunity to be aware as it is in our community and that he just wanted others to be aware of what is coming down the road. Trustee Hammerel said that having a District representative there is as far as we should take it so to be informed and it is completely outside of our purview. Chairwoman Wong said that she has been encouraging those community members that come to her to reach out to Washoe County Commissioner Berkgigler.

Chairwoman Wong asked the Board if they were okay with cancelling the October 28 Board meeting; the Board agreed. Chairwoman Wong then said that the Board Retreat that is scheduled for November 5 and the Board meeting that is scheduled for November 18 currently has only one General Business item on it so we have a couple of options – holding both meetings or combining. Trustee Devine said he is out of town starting November 4 so combining works for him. The other Board members agreed with combining; Chairwoman Wong said so there will be one meeting in November and it is November 18 and the agenda will include Board Retreat items and regular Board meeting items.

G. ADJOURNMENT (for possible action)

The meeting was adjourned at 7:45 p.m.

Respectfully submitted,

Susan A. Herron, CMC
District Clerk

Attachments*:

**In accordance with NRS 241.035.1(d), the following attachments are included but have neither been fact checked or verified by the District and are solely the thoughts, opinions, statements, etc. of the author as identified below.*

Submitted by Mary McKenna: (14 pages) Incline Village Petition; We undersigned the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

Submitted by Mike Abel: (1 page) IVGID – A Runaway Spending Machine

Submitted by Aaron Katz: (4 pages) Written Statement to be included in the Written Minutes of this October 21, 2015 Regular IVGID Board Meeting – Agenda Item G(1) – Approval and implementation of the updated Diamond Peak Master Plan (“The DPMP”)

Submitted by Linda Newman: (1 page) Written Statement: Board of Trustees Special Meeting on the DPMP Wednesday, October 21, 2015 – To be included in the minutes

Submitted by Bill Echols: (1 page)

undersigned

INCLINE VILLAGE PETITION

We the people oppose The Diamond Peak Ski Resort's Updated Master Plan

NAME

ADDRESS

Mary McLean PO 3381 IV

Evelyn Chapman 497 Skylake Ct IV

Javier Delgado 815 Oriole Way

Lionel LaFrance 500 FAIRVIEW BLVD.

Santa LaFrance

Mu 500 FAIRVIEW BLVD.

Sherrill Wedels 800.6 Rail Way

TATIM PRITCHARD POB 5043, IV 89450

Rebecca Hughes 1431 TIROL DR.

Anne I. Isaacson Box 6487 / 580 Fallen Leaf Way

John Isaacson " " " " "

John Isaacson " " " " "

John Isaacson " " " " "

Fay Mc Connell 970 Fairway Blvd IV

Jim Mc Connell 970 Fairway Blvd IV

Mary B. Ansari 1108 Lakeshore Blvd IV

NAZER A. ANSARI 1108 LAKESHORE BLVD IV

AETNA NICEWINGER 104 PINE CONE ROAD

John Mayfield 104 Pinecone Rd.

MR & MRS GEORGE FREDERIC 575 FAIRVIEW BLVD, IV, NV.

Chresten Velton 1497 Tirol Dr. IV

Coralin Glorom 1497 Tirol Dr. IV

Mary Lane Deedman 911 LAKESHORE IV

John Mc Selway 216 Robin Dr #2 IV

SKIP DR

Cheryl Mencliff 683 Cristina Drive IV

MARK F. SMITH Eagle IV.

25

INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME PRINT SIGNATURE Physical ADDRESS

~~Dale PERS~~ ~~Dale PERS~~ 215 ELLEN CT IV. NV 89451

Jack Fleig Jack Fleig 535 Fairview

Richard Lefebvre Rolf Lefebvre 593 Lariat Circle

ROBERT BARKER Robert Barker 579 FALLEN LEAFWAY

Clive Sanders Clive Sanders 710 Northwood

Don Wright Don Wright 725 Joyce Lane

Harry Don Harry Don 633A Lariat Circle

PETER BALAS Peter Balas 949 DANNA COURT #13

John W. Hylin John W. Hylin 775 Fallen Leaf Way

~~John W. Hylin~~ ~~John W. Hylin~~ ~~775 Fallen Leaf Way~~

~~John W. Hylin~~ ~~John W. Hylin~~ ~~775 Fallen Leaf Way~~

~~John W. Hylin~~ ~~John W. Hylin~~ ~~775 Fallen Leaf Way~~

Alyson Moore Alyson Moore 597 Sycamore Dr. NV, NV 89451

Richard N. Moore Richard N. Moore 597 Sycamore Dr. NV 89451

Laurence Lieberman Laurence Lieberman 585 Sycamore Dr.

Moira Lieberman Moira Lieberman 585 Sycamore Dr.

~~Laurence Lieberman~~ ~~Laurence Lieberman~~ ~~585 Sycamore Dr.~~

Geoff McGilvray Geoff McGilvray 214 Robert Dr #290 89451

John E. Hodges John E. Hodges 702 College #102 89451

Barbara Fredrick Barbara Fredrick 575 Fairview

19

Because of the financial uncertainty and the potential material impact to the quality of Incline life,

INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME

ADDRESS

Denise Miller 547 Fairview Blvd. Incline Village NV 89451

(SPGOTTUES) 547 FAIRVIEW BLVD INCLINE VILL 89451

Shirley K. Lunday - Lunday 10 Crystal Dr CA. 89402

Arnold Lunday 10 Crystal Dr CA. 89402

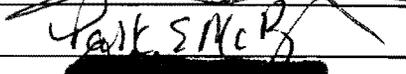
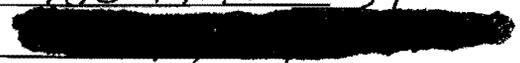
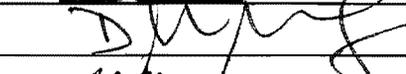
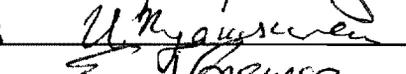
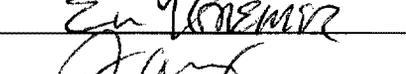
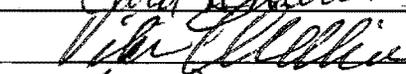
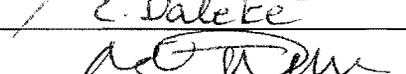
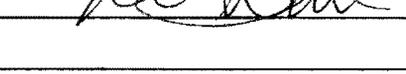
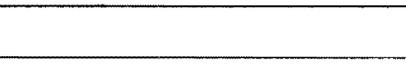
Linda Schuler 1425 Tice Dr 89451

INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME

ADDRESS

Shane A. Johnson		916 Tyner Way, IV
PATRICK MCBURNETT		768 TYNER Way, IV
		
Donald Musson		534 GIMONWYBIE Rd. CS
Nyamsuren Uudus		304 Shea Ct. IV.
ERIC KRAEMER		198 Country Club Dr. #28, IV
JIM HARRIS		536 FAIRVIEW BLVD ^
CAROL HARRIS		/
Viki Welling		561 Fairview, IV, NV
BRENT WELLING		561 FAIRVIEW IV, NV
James Sadowski		
Ellen Daleke		511 Fairview
DICK DALEKE		511 FAIRVIEW BLVD IV

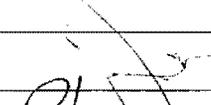
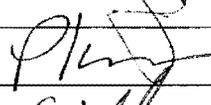
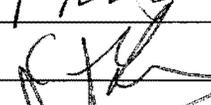
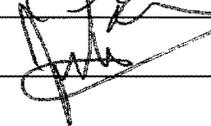
INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME

SIGNATURE

ADDRESS

J. REIMER		776 TYNER WAY Incline
P. REIMER		776 TYNER WAY Incline, NV
C Gerwin		469 Fairview Blvd. Incline, NV
J GERWIN		469 FAIRVIEW BLVD INCLINE VILLAGE

INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME PRINT	SIGNATURE	ADDRESS
RYN KAROL BLUMENTHA	Ryn Karol Blumenthal	820 Geraldine IV.
Elfie AKERS	Elfie Akers	815 Ellen Ct
JOSEPHINE L. MORRIS	Josephine L. Morris	1049 Apollo Ct
William L. Morris, Jr	William L. Morris, Jr	" " "
Thomas Roesch	Thomas Roesch	1039 Apollo Way
Ronald Stichter	Ronald Stichter	1304 Cascade Ct
MAUREEN DUDLEY	Maureen Dudley	964 Jones Way
JIM & KELLY BORELLI	JIM & KELLY BORELLI	629 [unclear]
CHRISTINE SALCIDO	Christine Salcido	120 Village Blvd I.V.
EFFRISY LAUREN	Effrisy Lauren	933 [unclear]
Jean LAUREN	Jean Lauren	[unclear]
SHEILINE KUCKHOF	Sheilene Kuckhoff	[unclear]
Marion Ledson	Marion Ledson	[unclear]
RENEE MELDRUM	Renee Meldrum	725 FA. VIEW #10 IV
Kelly Borelli	Kelly Borelli	629 [unclear]

15

INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME

ADDRESS

Eileen Martin 822 Carano Ct., IV 89451

Barbara Resinblau 931 Indre Way #245 89450

A. Rielly 781 Lizzadobone Dr 89451

Jane Perke 593 Alpine View

Clive Perke 593 Alpine View

Charles R. Waggoner 576 Vanby Dr. 89451

Michael Chipman 487 Skyline Ct 89451

Michael
Chipman
(7)

INCLINE VILLAGE PETITION

We the undersigned oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME

ADDRESS

Pauline Leoncio 1443 Berne Ct IV NV 89451

William Leonard 1400 Treadwell Dr IV NV 89451

James Williams 1100 Treadwell Dr IV NV 89451

Steve Williams 1445 Treadwell Dr IV NV 89451

Steve Williams 1445 Treadwell Dr IV NV 89451

Richard Richter 1459 Glarus Ct IV NV 89451

Steve Williams 1445 Treadwell Dr IV NV 89451

7 Bruce Falkenberg 1458 GLARUS CT (FULL TIME)

INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME

ADDRESS

Milee Carter 910 Southwood Blvd #5

Belle Sweman 930 Inoc Blvd #805-255

Peggy Harrison 930 Dorey Dr.

Jessica Dashiell 929 Southwood Blvd #120

Darcy Garbo 349 2nd Tee Dr

Barbara Platt 713 Golfers Pass

28 Judy Hinbaugh 503 FAIRVIEW BLVD

INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME

ADDRESS

NAME	ADDRESS
TROSSEN, SVATA	Svata Trossen 1461 GLARUS COURT
Linda Newman	601 Fairview
Mark Newman	"
Anne Marie Rehberger	585 [unclear]
Barbara Goer	576 Sugar pine Dr.
Rick Fox	926 Tigner
Tom America	386 Cott onwood Ct. #2
Carmen E Duncan	508 County Club Drive
Philip E. Intorp	588 CC Drive
Dublin Colonna	1366 [unclear]
Jerry Colonna	"
Philip Hitching	669 [unclear]
Sandra Fox	976 Tigner
Marilyn Gilbert	965 Agate Ct
Julie R. Tarsent	" "
Penelope R McCulloch	127 Parkview St
Annika L. Shipstead	121 Village #2
Justin Karlstaad	507 Jason Arch
Michael Rehberger	588 Badger Ct
Alvin Stenberg	571 Sugar pine

INCLINE VILLAGE PETITION

We the people oppose *The Diamond Peak Ski Resort's Updated Master Plan*

NAME

ADDRESS

Bernard L. Smith 136 Juanita #28 Incline Vill, NV 89450

Margaret A. Smith 136 Juanita #28 Incline Vill 89450

Caplan McLeod 988 Northwood IV 89451

James O'Mell 321 Skyway #24 Incline Village

Margaret Ann Manning 809 Ophee Peak Rd Incline Village NV 89451

NOLA MASTERSOP 306 Laura Ct Incline Village NV 89450

SUZANNE SCHELL 664 COUNTRY CLUB DR. 89450

KEN HABBART 664 COUNTRY CLUB DR 89450

Lana Burkhardt 960 4th Level 89450

~~Bill Burkhardt~~

Sue Gloy

William Christie 136 Juanita

DONNA KWACHAK 1353 TIRORA DR, IV, NV 89450

George Kwachak

15

Tam Gloy

Mike O'Neil
10-21-2015

IVGID – A Runaway Spending Machine

We have come to the Board meeting today to see the IVGID Board rubber stamp the ill-conceived Diamond Peak Master Plan.

There will be the regular stoic presentation by staff. They will tell us and the Board that approving this will be the only responsible thing to do. The board will forgo its fiduciary responsibilities and approve the plan.

Why do we oppose this plan:

1. The plan is based on the assumption of \$4 million in profits from Summer ops.
2. The plan has never been put to a vote of the Incline/CB taxpayers.
3. The plan is based upon the recommendations of the SE Group.
4. Substantial financial details were not presented to the DP steering committee
5. The replacement of the Diamond Peak culvert is not notated in the plan.
6. The Diamond Peak culvert issue was not presented to the DP-SC
7. The Culvert/s replacement adds \$3 million to the plan.
8. Mr. Pinkerton's uncontrolled spending has eroded our cash reserves.
9. There are no projections in the plan of future tax costs to our residents
10. Nobody asked Incline residents if they want to "invest" \$23 million at DP
11. There is no financial backup plan if the DPMP fails

We want to educate Incline/CB residents about the ill conceived and costly Diamond Peak Master Plan as well as the broader issues of irresponsible spending and poor governance at IVGID.

For more information check out our web site at www.IVGID4US.org

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
OCTOBER 21, 2015 REGULAR IVGID BOARD MEETING – AGENDA ITEM
G(1) – APPROVAL AND IMPLEMENTATION OF THE UPDATED
DIAMOND PEAK MASTER PLAN ("THE DPMP")**

Introduction: Here staff has proposed seeking "approval" (rather than acceptance) of the DPMP, as well as authority to begin its implementation. I object to the latter authority and this is the purpose of this written statement.

IVGID Told the Community and the County Board of Commissioners That it Would *Not* Use the Power to Furnish Facilities for Public Recreation for Purposes Such as the DPMP: We've had this discussion before. These representations were made on October 25, 1965, and now IVGID staff proposes ignoring them. The current IVGID Board ("the Board") should not be an accessory to this untruth.

The SE Group and Staff Told the Board and the Public That Implementation of the DPMP Would Not be Reliant, in Any Shape, Form or Manner, Upon the Recreation Facility Fee ("the RFF"): The final version (August, 2014) of the SE Group's Diamond Peak Master Plan¹ ("the DPMP") was very clear:

"In the preparation of this analysis, the IVGID Board of Trustees has provided clear and emphatic direction that the planned improvements at Diamond Peak *must be financially self-sustaining and not reliant* (in any shape, form or manner) *upon use of the RFF or cause any necessary increases to the RFF.*"²

We Now See That the SE Group's/Staff's Above Representations Were UNTRUE:

For the Very First Time the SE Group Admits That its Revenue Estimates From Phase 1a Operations May NOT be Adequate to Fund the Capital Infrastructure Requirements of Phases 1b-4: Listen to page 56 of the latest version of the DPMP³:

"Phase 1a-1b amenities were specifically selected for their potential to establish a strong stream of summer revenue thereby providing additional net operating income *to partially or fully fund the subsequent phases of development.*"⁴

¹ See [http://www.diamondpeak.com/uploads/pages/Diamond_Peak_Master_Plan_August2015_reduced_\(1\).pdf](http://www.diamondpeak.com/uploads/pages/Diamond_Peak_Master_Plan_August2015_reduced_(1).pdf).

² I have attached as Exhibit "A" to this written statement page 60 from the DPMP, and I have placed an asterisk next to the quote language.

³ See page 78 of the packet of materials prepared by staff in anticipation of this meeting ("the 10/21/2015 Board packet").

⁴ I have attached as Exhibit "B" to this written statement page 56 from the latest proposed version of the DPMP, and I have placed an asterisk next to the quote language.

In other words, projected phase 1a-1b revenues may *not* be sufficient to fund subsequent phases of development. And if this turns out to be the case, exactly where will the funds come from?

For the Very First Time the SE Group Admits That the RFF May Have to be *Increased* to Fund the Capital Infrastructure Requirements of Phases 1b-4: Again referring to page 56 of the latest version of the DPMP,

"The phasing of select projects was based primarily on the identified goal of prioritizing new and augmented revenue opportunities, thereby *minimizing* or eliminating any potential requirement for increases in the...RFF."⁴

In other words, projected phase 1a-1b revenues may *not* be sufficient to eliminate any potential requirement for increases in the RFF. And if this turns out to be the case, isn't the SE Group telling us that the RFF will have to be increased?

The SE Group is Unable to Point to Any Other Ski Area's Success in the Summertime Activities Business and Conclude That the DPMP Will be Able to Generate the Same Level of Success: I went to all the meetings and the SE Group always represented that the its estimated financial results for the DPMP were the most predictable of all of its past analyses in that rather than having to attract visitors to Incline Village, we already have that influx ready to spend money on summertime activities at Diamond Peak. Yet listen to page 54 of the latest version of the DPMP:

"The master plan and financial model...for Diamond Peak are unique to the specific setting, economic conditions and attributes of Diamond Peak and Incline Village. *Exact, or even similar plans and situations do not exist.* While this financial analysis has been carefully based on similar circumstances, operations and experiences observed at other multi-season resorts nationwide, it is recognized that *there are no precisely comparable situations.*"⁵

In other words, just because similar multi-seasonal summertime operations are successful elsewhere, *doesn't* necessarily mean they will be successful at Diamond Peak.

Although the SE Group Entered Into a Contract With IVGID to Charge a Fixed \$111,000 For Preparation of the DPMP, it Turns Out the Cost Has Been Closed to \$170,000⁶:

⁵ I have attached as Exhibit "C" to this written statement page 54 from the latest proposed version of the DPMP, and I have placed an asterisk next to the quote language.

⁶ I have attached as Exhibit "D" to this written statement a spreadsheet which depicts all costs incurred in the preparation of the DPMP.

Written Statement: Board of Trustees Special Meeting on the DPMP
Wednesday, October 21, 2015 – To be included in the Minutes

Dear Trustees:

Which version is the truthful one? When the DPMP was presented to the Board on September 10th, 2014 we were told the Plan would ensure the sustainability of DP. We were told Phase 1 would generate huge profits and fund subsequent phases. We were told the summer amusements and the new \$6 million+ Snowflake lodge were necessary to fully utilize an underutilized asset and would be a magnet for the more than 200,000 summer-time tourists visiting the North Lake Tahoe region. And, we were told the ski industry was on the decline and we had to stay competitive with the resort industry –and Alpine coasters, canopy tours, zip lines, challenge courses, pump tracks and Segway tours were the new new thing. Subsequently, we were told there would be a 12 member SC to review the Plan. 12 members became 13. Nine of those 13 revised the plan for implementation; Four opposed the plan and asked the Board to conduct an independent survey of all 8188 parcel holders to determine if they supported the Plan and were willing to fund it. Over this long time period, we have been told Phase 1 and its mutations would be funded from cash reserves. But there are no cash reserves. We were also told it would be funded from a General Obligation bond --the issue amount varied from time to time. We also learned after the SC committee retired, that the DPMP could not be implemented without raising an additional \$5million + to rehabilitate or replace the deteriorating DP culvert and to repair and make improvements to ski way and the contiguous parking areas.

Our General Manager in his last Bonanza column stated emphatically that “IVGID is a government entity and in the business of providing service, not profits, to its citizens.”

Is the DPMP a for profit venture undertaken to generate huge profits? Or is it a service for its citizens? With less than 30% of IV/CB taxpayers expected to use these facilities and 70% planned for tourists where is the detailed independent survey and the community’s responses ?

Which version is the truthful one? There are no two answers.

Linda Newman
P.O. Box 5685

Oct 21, 2015

Bill Echols
983 Wander Way

Trustee Dent, this presentation is primarily for your benefit and edification since you were not a Trustee when the DP Master Plan Steering Committee made its presentation.

I presented the dissenting opinion. We did not ask for much. Effectively, all we asked for was that the Board of Trustees conduct a poll of the property owners to find out if they want to undertake summertime activities at DP. After all, it is their money you are spending and they are the ones taking on the financial risk.

In Mr. Pinkerton's GM column in the Bonanza last week, Mr. Pinkerton says, and I quote, "It wasn't IVGID that requested that we provide those nice-to-haves – it was the community".

Really? There was this massive, spontaneous upwelling of demand for summertime activities at DP by the property owners? That is not how I recall it happening. In reality, I think it was IVGID staff that generated the concept of summertime activities.

Maybe Mr. Pinkerton is right: maybe summertime activities are something that taxpayers want to support. But how can you know unless you, the BOT, poll your constituents, including the non-resident property owners, and find out what they really want and what they are willing to pay for. All you have heard from are a couple dozen noisy special interests that will benefit from the investment of other people's money.

Many of the Board of Trustees ran on the pledge of transparency. This is a great opportunity to make good on the promise. Poll the property owners and find out if summertime activities are what they want and not just what IVGID staff wants.

Thank you for your time and attention.

Herron, Susan

From: Aaron L. Katz [s4s@ix.netcom.com]
Sent: Friday, November 13, 2015 8:52 AM
To: Kendra Wong
Cc: Hammerel, Jim; Devine, Bill; Tim Callicrate; Matthew Dent; Herron, Susan
Subject: Fw: IVGID Board of Trustees Agenda for November 18, 2015

Dear Chairperson Wong and other Honorable Members of the IVGID Board -

So I just received the agenda for next Wednesday's IVGID Board Meeting.

And I still HAVEN'T received notice that the Board packet for that meeting is available for my pick up.

This is unacceptable, irresponsible, unprofessional and probably a couple of more adjectives I could throw in.

What happened to getting out a Board packet at least a week before the meeting?

And taking a look at the agenda, I'm wondering why there's even a meeting? There's essentially no general business whatsoever. So that fact couldn't have been the reason for delaying preparation of the agenda.

And when is the last time there was an IVGID Board meeting? Hasn't staff had sufficient time since then to prepare an agenda?

So why couldn't the agenda have been prepared and published last Wednesday or before?

Here's what's happening.

It's your arrogant staff all over again. Provide the least possible notice permissible by the NRS because there's no transparency in the word IVGID.

Rather than being open and transparent to the public staff is supposed to serve, do the least possible because staff comes first and the public comes last.

Rather than complying with the Board edict that at least a week's notice be provided to the public, let's go back to staff's old ways.

And you as Board members sit there and do NOTHING.

Because you're so enamored with staff you've forgotten the reason why you were elected.

Earth to the IVGID Board:

You're supposed to be here to watch out for the interests of local property owners and NOT IVGID staff.

You've forgotten who your constituents are.

You're nothing more than a rubber stamp for IVGID staff.

You're WORTHLESS!

You need a Board retreat to learn what you really are and for whom you really serve.

Prove me wrong and do something for once!

Please include a copy of this e-mail in the next Board packet so members of the public will understand what I and a growing number of other fellow residents know.

Respectfully, Aaron Katz

-----Forwarded Message-----

From: "Herron, Susan"

Sent: Nov 13, 2015 8:29 AM

To: "Herron, Susan"

Subject: IVGID Board of Trustees Agenda for November 18, 2015

Happy Friday the 13th everyone!

Susan

Susan A. Herron, CMC

Executive Assistant/District Clerk/Public Records Officer

Incline Village General Improvement District

893 Southwood Boulevard, Incline Village, NV 89451

P: 775-832-1207

F: 775-832-1122

M: 775-846-6158

sah@ivgid.org

<http://ivgid.org>

Herron, Susan

From: Herron, Susan
Sent: Tuesday, November 03, 2015 2:54 PM
To: 'Frank Wright'
Subject: RE: Records Request - SNMG and IVGID - Quarterly

Frank,

There is no full editor of this magazine and if you are referring to Ms. Anderson, she no longer works for the District. As the person who proofreads the magazine, I do this as part of my regular job, I get paid no more or less for taking on this responsibility, I just do it as it is a part of communicating with members of the public. You asked what it costs IVGID to produce the magazine and since I nor any other employee gets paid more or less to submit an article or proofread, the cost per issue is 17 cents which is for the mailing costs only. I do not feel that saying this is a misrepresentation rather it is just fact and I am sorry if you cannot accept that.

Susan A. Herron, CMC
Executive Assistant/District Clerk/Public Records Officer Incline Village General Improvement District
893 Southwood Boulevard, Incline Village, NV 89451
P: 775-832-1207
F: 775-832-1122
M: 775-846-6158
sah@ivgid.org
<http://ivgid.org>

-----Original Message-----

From: Frank Wright [mailto:alpinesportss@gmail.com]
Sent: Tuesday, November 03, 2015 2:12 PM
To: Herron, Susan
Subject: Re: Records Request - SNMG and IVGID - Quarterly

Susan,

What are our cost for staff time? We have a full time editor, and her subordinates, how much did this cost the parcel owners? When staff does this on the job, and you call it as part of their regular job then they are not doing their regular job. And where in the employee manual does it delineate writing a magazine as part of their job description?

There are cost, and they are massive, 17 cents is a misrepresentation and you know it. More like 17 dollars when you figure in staff time.

Frank

On 11/3/15, Herron, Susan <Susan_Herron@ivgid.org> wrote:

> Frank,
>
> The cost to all of the residents ranges between \$1,500 and \$2,000
> total per issue or roughly 17 cents per issue because all the District
> pays for is the excess mailing charges and that Staff does this as its
> regular part of its job and our Communication initiative (Long Range
> Principle #6 in our Strategic Plan). If you would like to ask Mr.
> Reese for his invoice, please make that request directly to Mr. Reese.
>
> Susan A. Herron, CMC

> Executive Assistant/District Clerk/Public Records Officer Incline
> Village General Improvement District
> 893 Southwood Boulevard, Incline Village, NV 89451
> P: 775-832-1207
> F: 775-832-1122
> M: 775-846-6158
> sah@ivgid.org
> http://ivgid.org

> -----Original Message-----

> From: Frank Wright [mailto:alpinesportss@gmail.com]
> Sent: Tuesday, November 03, 2015 9:53 AM
> To: Herron, Susan
> Subject: Re: Records Request - SNMG and IVGID - Quarterly

> Susan,
> I am sorry you feel offended, but let's get something straight, IVGID
> is a partner, there are records the district needs to complete
> financials on this quarterly.
> How much was received from advertisers? How many IVGID employee hours
> have been charged to this publication? What is the total cost to the
> residents footing this bill?
> IVGID needs this information to account for how my money and others is
> being spent by the district. I don't need to go to Kevin, you should
> have this at your fingertips. If you don't you need to get out of the magazine business.
> How much did DEVON T. REESE pay for his full page ad? If you don't
> know ask DEVON T REESE to provide you his invoice. I again emphasis
> "why are public records under your care so hard to obtain?"
> Frank Wright
> Crystal Bay
> On 11/3/15, Herron, Susan <Susan_Herron@ivgid.org> wrote:

>> Frank,
>>

>> I looked at your previous request in which I provided you with the
>> Memorandum of Understanding (MOU) and since that request, the MOU has
>> been updated so it is attached. I have also attached two invoices
>> from the vendor IVGID used for the mailing for the June and October issues.
>> As the MOU states, Sierra Nevada Media Group pays IVGID \$3000 towards
>> the mailing of each issue; the remaining balance is paid by IVGID.

>>
>> As to the advertising rates, etc. that is the responsibility and
>> under the direct management of Sierra Nevada Media Group as stated in
>> the MOU. I do not have a rate sheet to provide to it because I don't
>> have one; I cannot provide to you something IVGID doesn't have.

>>
>> Finally, I am offended by your statement that public records are so
>> difficult to extract from IVGID as I have always, and will continue
>> to do so, provided records to you and others who request public records.
>> The only time I don't produce documents is when you and others
>> request documents that do not exist. Further, I found it humorous
>> that you took the liberty of stripping out my original response to
>> your request but then again maybe you didn't receive it so here it is once again:

>>
>> Friday, 10/30/2015 at 12:18 p.m.
>> Hello Frank,

>>
>> The Sierra Nevada Media Group handles all of the items asked for
>> below so I would offer that you contact Mr. MacMillan to get this
>> information as I have no documents to provide to you. This completes
>> your document request in its entirety.
>>
>> Susan
>>
>> Again, this completes your document request in its entirety.
>>
>> Susan A. Herron, CMC
>> Executive Assistant/District Clerk/Public Records Officer Incline
>> Village General Improvement District
>> 893 Southwood Boulevard, Incline Village, NV 89451
>> P: 775-832-1207
>> F: 775-832-1122
>> M: 775-846-6158
>> sah@ivgid.org
>> http://ivgid.org
>>
>>
>>
>> -----Original Message-----
>> From: Frank Wright [mailto:alpinesportss@gmail.com]
>> Sent: Tuesday, November 03, 2015 8:27 AM
>> To: Herron, Susan
>> Cc: Devon Reese
>> Subject: Fwd:
>>
>> Susan,
>> I requested the information from Kevin, even though I didn't need to,
>> and as I expected he didn't respond. So as the public records keeper
>> for a governmental agency it is your duty to provide this information.
>> And since IVGID is a full partner in this Quarterly venture you are
>> obligated to provide me the records I requested below. Being a full
>> partner IVGID must have all the documents with regards to cost,
>> distribution, and mailing. As well as setup cost, and amount of money
>> spent by the district to create this for profit magazine. . Please
>> provide me this information, the five day limit is about to expire. I
>> am not really sure why public records are so difficult to extract
>> from IVGID, but one can only deduct the obvious.
>> I will be looking forward to this information being provided.
>>
>> Please add this letter to the next board packet and give a copy to
>> each trustee Frank Wright Crystal Bay
>> ----- Forwarded message -----
>> From: Frank Wright <alpinesportss@gmail.com>
>> Date: Mon, 26 Oct 2015 08:35:34 -0700
>> Subject:
>> To: "Herron, Susan" <Susan_Herron@ivgid.org>
>>
>> Susan,
>> Under the public records act I am requesting the following information.
>> Please provide me the individual names and or companies, businesses,
>> that paid to advertise in the second edition of the IVGID Quarterly.
>> I would like the amounts paid by each advertiser to advertise in the
>> Quarterly. The total amount collected and the contracts signed by

>> each advertiser.
>> I would also like to see a copy of the rates established by IVGID for
>> advertising space for this public publication. The board minutes
>> where these rates were approved, and the established guidelines for
>> advertising contributors.
>> Since I was denied space in the first two publications I would like
>> to see the specific guidelines for contributions to purchase
>> advertising space in this government publication.
>> The total cost for distribution for both editions and the account
>> from which the publication cost were paid from.
>>
>> I would also like to see the cost for various pages, example: Back
>> cover vs inside advertisement.
>>
>> What are the charges for layout and camera ready artwork? Where are
>> the graphic designs created? What were the charges to IVGID for this
>> print setup cost.
>>
>> I will come by or you can email me this information.
>> Thank you,
>> Frank Wright
>>
>

Herron, Susan

From: Bob Sendall [RLSendall@msn.com]
Sent: Wednesday, October 21, 2015 1:41 PM
To: Pinkerton, Steve J.
Cc: Matthew Dent; Devine, Bill; Hammerel, Jim; Kendra Wong; Tim Callicrate; McCloskey, Mike C.; Herron, Susan
Subject: Handicap flags

Sadly, today my foursome, one with an unused pass, canceled our tee time even though weather is beautiful... I am really surprised you allow such a slap in the face to residents; insisting on cart paths only and no handicap flags. It is so counter to the original agreement when the cart paths were added to the then Robert Trent Sr. course. It is also counter to the character of the Incline Village I moved to many years ago. It certainly does not follow the guidelines of the ADA.

I guess we gain because it makes it clear a major purpose for the course is to raise grass and have a beautiful green area.

BobS

*It's good sportsmanship to not pick up lost golf balls while they are still rolling.
~ Mark Twain*

Herron, Susan

From: Judy Miller [pupfarm@ix.netcom.com]
Sent: Monday, October 19, 2015 11:46 AM
To: Kendra Wong; Hammerel, Jim; Matthew Dent; Devine, Bill; Tim Callicrate
Cc: Herron, Susan
Subject: Deficiencies in supporting documents for Special Meeting, October 21, 2015

Dear Trustees,

I was disturbed at the incomplete materials supporting the proposed Board action regarding the Diamond Peak Master Plan. I know Chairman Wong has been directing staff to provide clear and complete information so that the Board and the public are fully informed. However, I think this packet is woefully inadequate in order for you to make the significant decision which is before you.

Staff explains that it's better to apply for construction permits concurrently with the EIS/NEPA studies. We haven't budgeted for the required design work (a mere \$50,000 is listed for design, but that's a part of the \$250,000 staff tells us was budgeted and available for the environmental clearances). Nor have we budgeted for construction permit application costs. Staff has not shared these costs with the Board, but they want you to give them the go ahead anyway. It is also puzzling how the entire amount was carried forward from 2014-15 when I am aware that Mr. Pinkerton paid several consultants during the DPMP Steering Committee meetings. What was the source of funding for those expenditures?

During the Steering Committee meetings I was concerned about the upfront costs of this project and was reassured by staff that we needn't spend money on detailed design/construction documents until after we had done all the preliminary environmental studies. I also expressed my opinion that the \$170,000 cost listed for permits/entitlements for phase 1 was unrealistically low. So now we're looking at more than double that amount and we haven't even started on design costs or TRPA/Washoe County permit fees.

So if the Board approves staff's request to proceed with the revised master plan and begin the concurrent process of obtaining environmental approvals as well as construction design, engineering and permits and associated consultant costs (the \$10,000 for SE Group is just the beginning), we are talking large sums of unbudgeted spending. The Board and the public needs to have an understanding of just what these costs will be, and the funding source. Even though staff states that approval of their proposed motion will not obligate us to proceed with any construction, after spending what I expect will be well in excess of a million dollars for environmental clearances, design, engineering and permitting, there will be no realistic option not to proceed.

Considering that at the last Board meeting Trustees requested a comprehensive analysis of funding sources for the 5 year Capital Improvement Plan, going forward with this kind of project without identifying the funding source upfront, is absurd.

Please ask staff to cancel this meeting until they can properly inform the public and the Board on all of the costs associated with design, engineering, consultants, permitting and entitlements for this project, currently available funding sources, as well as the "big picture" that was requested by the Board earlier this month.

Respectfully submitted,

Judith Miller

Herron, Susan

From: Sue Hughes [suehughes747@gmail.com]
Sent: Saturday, October 17, 2015 2:05 PM
To: Herron, Susan
Subject: Approve DP Master Plan

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Dear IVGID trustees,

I am writing to ask that you please approve the amended Diamond Peak Master Plan to be presented this Wednesday. In addition, I encourage you to also proceed with the TRPA approval and permitting for Phase 1a.

Thanks!

Sue Hughes
suehughes747@gmail.com
775-287-7026 (cell)

Herron, Susan

From: Kendra Wong [kwong.ivgid@gmail.com]
Sent: Saturday, October 17, 2015 10:16 AM
To: Herron, Susan
Subject: Fwd: Diamond Peak Master Plan Meeting
Attachments: Incline Hike and Bike Festival.doc

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Hi Susan,

Correspondence received. Can you please forward to the rest of the Board as requested?

Thanks,
Kendra

----- Forwarded message -----

From: Don Kanare <Don@insideincline.com>
Date: Fri, Oct 16, 2015 at 3:28 PM
Subject: Diamond Peak Master Plan Meeting
To: wong_trustee@ivgid.org

Hi Kendra,

It is unlikely that I will be able to attend the meeting on the evening of Wednesday, October 21. So, I am sending to you the one-page summary that formed the basis for a speech that I made over two years ago at a Board of Trustees meeting.

Brad Wilson and I had very lengthy discussions about this idea over two years ago. It would be highly irresponsible for IVGID to spend any money or issue any bonds in an effort to generate revenue outside of ski season without first doing a demonstration event to learn the effects and repercussions.

As a professor in business studies at SNC I'm sure you can appreciate that it would be a really bad idea to risk millions of dollars of local property owners' money on untested summertime activities at Diamond Peak. I am frankly quite appalled that over two years has been spent debating the master plan without first doing a one-day demonstration event to learn about all the ramifications and impacts from using the facility when it is not ski season.

While I fully support making improvements to the ski area facilities, offering new recreational activities and generating revenue instead of letting the ski area become a wasting asset eight months of the year, I cannot support spending one dime of IVGID money or floating a bond issue until a demonstration event takes place.

Thank you for forwarding this e-mail and the attachment to the other trustees and for entering it into the public record at the meeting on Wednesday.

Best Wishes,

Don

Don Kanare
775-745-5820 (cell)
E-mail. Don@InsideIncline.com

Incline Hike and Bike Festival – Summer 2015

Objective: A one day event held at the Diamond Peak Ski Area to test the viability of doing summertime activities and to learn about the impact of traffic, noise, parking, facilities management and other metrics that would result from having summertime activities and events at the ski area.

Overview:

The Diamond Peak Crystal Quad Chairlift is the only chairlift in the Lake Tahoe basin that goes directly to the Tahoe Rim Trail. This chairlift is an asset to the community that can be used to bring people up the mountain for this one day event.

IVGID and Diamond Peak personnel would have to coordinate this event in conjunction with the U.S. Forest Service.

A maximum of 500 tickets would be available for sale at \$40 each. It is anticipated that the event would sell out and generate gross revenues of \$20,000.

The event will be held on an even numbered day of the month since that is when bikers are permitted on this section of the Tahoe Rim Trail above the Crystal Quad Chairlift. The Hike and Bike Festival can either be held in conjunction with the annual Red, White and Tahoe Blue schedule or it could be done as a stand-alone event on an even numbered day of the month during the first or second week of August 2015.

Activities:

Mountain Biking on the TRT and also on designated runs at the ski area

Hiking on the TRT and on other routes not being used by the mountain bikes.

Picnicking near the top of the Crystal Quad chairlift. A temporary concession stand could be set up to sell light food and beverages with an emphasis on making this a zero waste event.

Wildlife Viewing (guided walk with USFS Ranger, IVGID staff or TERC staff)

Music and Dancing inside the Base Lodge from 4 to 7 pm

Food service either inside the Base Lodge or outside on the patio from 4 to 7 pm (weather dependent)

Summary: By conducting this one day event in the summer of 2015 IVGID will have ample opportunity to plan and implement the systems, procedures and solutions needed to demonstrate whether or not it is worthwhile to pursue the activities described in the new master plan proposed by the SE Group. We will learn more about the impact to our community by having this one day event than any amount of studies or projections can ever provide.

Herron, Susan

From: Aaron [s4s@ix.netcom.com]
Sent: Thursday, October 15, 2015 5:02 PM
To: Kendra Wong
Cc: Hammerel, Jim; Devine, Bill; Tim Callicrate; Matthew Dent; Herron, Susan
Subject: SE Group Has Estimated \$160K for Phase 1 Entitlements and Now We Know the Actual Number Will Exceed \$1M!
Attachments: Diamond.Peak.Master.Plan.Expenses.xlsx

To Chairperson Wong and the Other Honorable Members of the IVGID Board -

As we prepare for next Wednesday's Special Meeting, I have some questions to ask each of you.

1. Do you know how much we've spent on the DPMP to date?

A: At least \$167.5K. I suspect the number is more but I can't get complete answers out of staff.

2. Do you know how much staff time and out of pocket costs have been spent on the DPMP to date?

A: Although I suspect it's several hundred thousand dollars, staff refuses to share this information because disingenuously they assert "we don't keep track of such things."

BTW, for Trustees Hammerel's and Devine's benefit, don't you recall that 1-1/2 years ago I asked the then Board to direct staff to begin tracking this data so the Board and the public would have some sort of a handle on what our REAL costs are? And the fact staff hasn't done this; is that disturbing to you?

3. Do you know how much staff has now told us (and not told us) it intends to spend to secure phase 1a entitlements?

A: OVER \$1M. And my attached spreadsheet documents each and every admitted and not yet to be admitted expense.

4. Do you know how much the SE Group initially estimated would be spent for ALL phase 1a AND 1b entitlements?

A: \$160K (see page 77 of the Board packet).

5. Do you remember I criticized the SE Group and staff for representing such a number because I stated an EIS by itself would cost \$300K-\$400K, or possible even more?

And given staff's admission that the EIS itself will cost \$350K-\$400K (see page 4 of the Board packet), who was right?

6. Should you grant some preference in believing those who have proven to be truthful with the Board versus those who have proven otherwise?

7. Did not SE Group and staff represent to the Board and the public that the Rec Fee would not be relied upon for development of summer time operations at Diamond Peak?

8. Where has the at least \$167.5K spent so far on the DPMP come from?

A: The Rec Fee.

9. Where have the alleged reserves which are able to be spent on the DPMP come from?

A: Smoothing which Gerry Eick has admitted involves "repurposing" of Rec Fees previously budgeted to be used for the servicing of recreation bonds which no longer exist.

10. Although the SE Group still projects that a \$4M bond will be necessary to construct phase 1a and 1b improvements, where will the money come from to service those bonds if phase 1a operations don't generate a sufficient operating profit?

A: The Rec Fee.

Don't you realize that once we've spent this \$1M or more, just on entitlements, there can and will be no turning back?

These facts are some of the reasons why I and others are asking for a survey of property owners to determine whether they wish to go forward with implementation of the DPMP.

I hope you will consider these realities.

Aaron Katz

Diamond Peak Master Plan Expenses

Date	Description	Amount	Running Balance	Notes
5/21/2014	Entertaining SE Group (Kent Sharp, Claire Humber) at Lone Eagle Grill	\$ 248.99	\$ 248.99	Billed to Brad Wilson's
	SE Group Invoicing Prior to August 11, 2014	\$ 137,728.75	\$ 137,977.74	Detailed on SE Group's
	Staff Time/Expenses Assisting in Plan Preparation/Advocating Community Support	\$ -	\$ 137,977.74	Staff Doesn't Keep Trac
9/6/2014	Authorization for Brad Wilson to Travel to Vail to Inspect Summertime Facilities	\$ 3,000.00	\$ 140,977.74	Approved by GM Pinke
	Authorization for Bruce Simonian to Travel to Vail to Inspect Summertime Facilities	\$ 2,995.00	\$ 143,972.74	Approved by Joe Wolfe
	Authorization for Jim Smith to Travel to Vail to Inspect Summertime Facilities	\$ 2,995.00	\$ 146,967.74	Approved by Joe Wolfe
9/8/2014	SE Group Invoice	\$ 5,371.83	\$ 152,339.57	
10/3/2014	SE Group Invoice	\$ 4,465.67	\$ 156,805.24	
6/5/2015	SE Group Invoice	\$ 5,620.81	\$ 162,426.05	
7/8/2015	SE Group Invoice	\$ 975.00	\$ 163,401.05	
8/8/2015	SE Group Invoice	\$ 3,010.00	\$ 166,411.05	
9/3/2015	SE Group Invoice	\$ 1,101.25	\$ 167,512.30	
	Design	\$ 50,000.00	\$ 217,512.30	2015 Project Design Su
	Permitting and Entitlements	\$ 200,000.00	\$ 417,512.30	2015 Project Design Su
	Permitting and Entitlements	\$ 150,000.00	\$ 567,512.30	2015 Project Design Su
	SE Group's Preparation of TRPA and USFS Applications	\$ 10,000.00	\$ 577,512.30	October 9, 2015 Staff M
	EIS	\$ 400,000.00	\$ 977,512.30	October 9, 2015 Staff M
	Noise Consultant	\$ 10,000.00	\$ 987,512.30	Required But Not Discl
	Traffic Consultant	\$ 25,000.00	\$ 1,012,512.30	Required But Not Discl
	IVGID's Reimbursement of TRPA Staff's Time	?		
	IVGID's Reimbursement of USFS Staff's Time	?		
	Consultant to Shepherd Through TRPA/USFS Applications	?		
	Staff Time to Assist Consultant in Shepherding Through TRPA/USFS Applications	?		
	Amounts Estimated by SE Group		\$ 160,000.00	
	Amounts Under Estimated		\$ 852,512.30	

Diamond Peak Master Plan Expenses

IVGID Charge Card
September 8, 2014 Invoice

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Summary
Summary
Summary
Memo, Page 4
Memo, Page 4
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Herron, Susan

From: Aaron [s4s@ix.netcom.com]
Sent: Tuesday, October 13, 2015 7:33 PM
To: Herron, Susan
Cc: DReese@rkglawyers.com; Kendra Wong; Hammerel, Jim; Devine, Bill; Tim Callicrate; Matthew Dent; Marsha Berkbigler
Subject: Records Request - Community Services and Beach Reserve Fund Records

Follow Up Flag: Flag for follow up
Flag Status: Flagged

THEY DO NOT SUSAN -

Your response points me to CAFRs for "answers to questions" rather than the "examination of public records." And moreover, those CAFRs do not include the records I have asked to examine.

If you contend otherwise, then point to where exactly in the CAFRs the requested public records exist. Or is it your contention that since they don't exist, they won't be found in the subject CAFRs and as a result, reference to the CAFRs validates their nonexistence?

This concealment after concealment after concealment of the truth needs to end. And if our Board refuses to do its job to protect the public, then the public is going to take matters into its hands.

I want the records requested or I want staff to admit that the requested records do not exist. This is precisely what NRS 239.0107(1) requires ["not later than the end of the fifth business day after the date on which the person who has legal custody or control of a public book or record of a governmental entity receives a written or oral request from a person to inspect, copy or receive a copy of the public book or record, a governmental entity SHALL do one of the following, as applicable: (a) Except as otherwise provided in subsection 2, allow the person to inspect or copy the public book or record...(b) If the governmental entity does not have legal custody or control of the public book or record, provide to the person, in writing: (1) Notice of that fact; and (2) The name and address of the governmental entity that has legal custody or control of the public book or record, if known"], and you have failed to comply.

If I don't receive the requested records for my examination by Tuesday, October 20, 2015 at noon, I am filing a criminal complaint. As Mr. Reese will tell you, NRS 239.320 provides that "any officer who mutilates, destroys, CONCEALS, erases, obliterates or falsifies any record or paper appertaining to his or her office, is guilty of a category C felony and shall be punished as provided in NRS 193.130." You're IVGID's Public Records OFFICER Susan.

Even if you're not, you have been hired to "counsel, encourage...command, induce or otherwise procure another [i.e., IVGID Board members (see below)] to commit a felony, gross misdemeanor or misdemeanor...and" are thus a NRS 195.020 principal.

I am sending a copy of this e-mail to the IVGID Board asking that the Board instruct Susan to provide the requested records for my examination by next Tuesday at noon and if it doesn't, then I will name each Board member as a NRS 195.020 principal to the commission of a crime because each will have "aid(ed) or abet(ted Susan) in its commission (by)...directly or indirectly, counsel(ing), encourag(ing), hir(ing), command(ing), induce(ing) or otherwise procure(ing) another to commit a felony, gross misdemeanor or misdemeanor...and shall be proceeded against and punished as such."

And I am sending a copy of this e-mail to Mr. Reese asking that he instruct Susan to provide the requested records for my examination by next Tuesday at noon and if he doesn't, then I will name him as a NRS 195.020 principal to the commission of a crime for similar reasons.

In addition, I call Trustee Devine's attention to NRS 318.085(4) which mandates that as IVGID's Treasurer, he "keep strict and accurate accounts of all money received by and disbursed for and on behalf of the district in permanent records." This means he is charged by law with keeping the very records I have asked to examine. So if he fails to cause the requested public records to be produced for my examination, then I shall file a claim against the corporate surety bond IVGID has posted for his failure to "faithful(ly) perform...the duties of his...office."

I find it absolutely remarkable that when I made request to examine e-mail communications between staff and Nikka Rakic concerning the Red Bull matter, Susan willingly and immediately turned over a string of e-mails. Why, because staff had nothing to hide. But the moment a member of the public asks to examine records which are embarrassing to staff or suggest the commission of a crime or some negligent act, staff reverts to concealment such as what you've done by your response below.

So it's your choice. Produce the requested public records or face the possible consequences.

And please make a copy of this e-mail part of the next Board meeting's Board packet. I want our community to see staff's and the Board's behavior for themselves.

Respectfully, Aaron Katz

-----Original Message-----

From: "Herron, Susan"

Sent: Oct 13, 2015 5:33 PM

To: Aaron

Cc: "DReese@rkglawyers.com"

Subject: RE: Records Request - Community Services and Beach Reserve Fund Records

Aaron,

The 2009 to 2014 Annual Comprehensive Financial Reports contain the answers to all of your questions below; here is the link as they are all posted on our website:

<https://www.yourtahoeplace.com/ivgid/financial-transparency/cafr>

This completes your record request in its entirety.

Susan A. Herron, CMC

Executive Assistant/District Clerk/Public Records Officer

Incline Village General Improvement District

893 Southwood Boulevard, Incline Village, NV 89451

P: 775-832-1207

F: 775-832-1122

M: 775-846-6158

sah@ivgid.org

<http://ivgid.org>

From: Aaron [<mailto:s4s@ix.netcom.com>]

Sent: Monday, October 12, 2015 3:41 PM

To: Herron, Susan

Cc: DReese@rkglawyers.com

Subject: Records Request - Community Services and Beach Reserve Fund Records

Another records request Susan -

You can answer the question simply or we can get the answer the more roundabout way. Your choice.

1. For the period July 1, 2009 through and including June 30, 2015 IVGID did not maintain a Community Services operational reserve fund; correct?
2. If your answer is "incorrect," then I would like to examine records which evidence the chart of account number assigned by staff to that fund for each of the fiscal years identified, as well as all entries into and out of that fund during the fiscal years identified.
3. For the period July 1, 2009 through and including June 30, 2015 IVGID did not maintain a Beach Enterprise operational reserve fund; correct?

4. If your answer is "incorrect," then I would like to examine records which evidence the chart of account number assigned by staff to that fund for each of the fiscal years identified, as well as all entries into and out of that fund during the fiscal years identified.
5. For the period July 1, 2009 through and including June 30, 2015 IVGID did not maintain a Community Services capital reserve fund; correct?
6. If your answer is "incorrect," then I would like to examine records which evidence the chart of account number assigned by staff to that fund for each of the fiscal years identified, as well as all entries into and out of that fund during the fiscal years identified.
7. For the period July 1, 2009 through and including June 30, 2015 IVGID did not maintain a Beach Enterprise capital reserve fund; correct?
8. If your answer is "incorrect," then I would like to examine records which evidence the chart of account number assigned by staff to that fund for each of the fiscal years identified, as well as all entries into and out of that fund during the fiscal years identified.
9. For the current fiscal year, IVGID does not maintain a Community Services operational reserve fund; correct?
10. If your answer is "incorrect," then I would like to examine records which evidence the chart of account number assigned by staff to that fund as well as all entries into and out of that fund from July 1, 2015 through September 30, 2015.
11. For the current fiscal year, IVGID does not maintain a Community Services Capital reserve fund; correct?
12. If your answer is "incorrect," then I would like to examine records which evidence the chart of account number assigned by staff to that fund as well as all entries into and out of that fund from July 1, 2015 through September 30, 2015.
13. If you examine page 75 of the 2014 CAFR you will find where IVGID staff has represented that \$40 of the 2011-12 Recreation Facility Fee was allegedly deposited into recreational facility operational reserves. I would like to examine records which evidence the chart of account number assigned by IVGID staff to those deposits when deposited as well as the different chart of account number assigned by IVGID staff to the remainder of the Recreation Facility Fee received and deposited. Or was the deposit simply assigned a generic "Recreation Facility Fee" chart of account number?
14. If you examine page 75 of the 2014 CAFR you will find where IVGID staff has represented that \$75 of the 2012-13 Recreation Facility Fee was allegedly deposited into recreational facility operational reserves. I would like to examine records which evidence the chart of account number assigned by IVGID staff to those deposits when deposited as well as the different chart of account number assigned by IVGID staff to the remainder of the Recreation Facility Fee received and deposited. Or was the deposit simply assigned a generic "Recreation Facility Fee" chart of account number?
15. If you examine page 75 of the 2014 CAFR you will find where IVGID staff has represented that \$49 of the 2013-14 Recreation Facility Fee was allegedly deposited into recreational facility operational reserves. I would like to examine records which evidence the chart of account number assigned by IVGID staff to those deposits when deposited as well as the different chart of account number assigned by IVGID staff to the remainder of the Recreation Facility Fee received and deposited. Or was the deposit simply assigned a generic "Recreation Facility Fee" chart of account number?

Thank you for your cooperation. Aaron

Herron, Susan

From: Frank Wright [alpinesportss@gmail.com]
Sent: Monday, October 12, 2015 9:41 AM
To: Herron, Susan
Subject: Re:

Susan,

Is that because there are NO records and Mr. Reese made up the whole story? Please make a copy of these emails and your responses and send them to each board member and make a copy of all these emails including this one in the next board packet. Mr. Reese has lied!

Cheers
Frank

On 10/12/15, Herron, Susan <Susan_Herron@ivgid.org> wrote:

> Frank,
>
> District General Counsel Reese has informed me that there are no
> public records to provide in response to your request below.
>
> Susan A. Herron, CMC
> Executive Assistant/District Clerk/Public Records Officer Incline
> Village General Improvement District
> 893 Southwood Boulevard, Incline Village, NV 89451
> P: 775-832-1207
> F: 775-832-1122
> M: 775-846-6158
> sah@ivgid.org
> <http://ivgid.org>

> -----Original Message-----

> From: Frank Wright [<mailto:alpinesportss@gmail.com>]
> Sent: Sunday, October 04, 2015 8:46 PM
> To: Herron, Susan
> Subject:

> Susan,
> At the Sept 23, Board of Trustees meeting Devon Reese stated he had
> written the attorney general and received approval from the AG to
> allow the board chair to authorize public comment on agenda items that
> the chair thought to be important items for the public to comment on during board
> meetings.
> Under the public records act I request a copy of the communications
> between the AG and Mr. Reese where these communications took place.
> And specifically the wording within the communication where the AG gives approval of Mr.
> Reese's request This request has nothing to do with attorney-client
> privilege. It is a simple request for clarification.
> Thank you,
> Frank Wright
>

Herron, Susan

From: Bill Echols [stockguy@SWBell.net]
Sent: Wednesday, September 30, 2015 3:34 PM
To: Public Works
Cc: Kendra Wong; Devine, Bill; Herron, Susan; Pinkerton, Steve J.; Hammerel, Jim
Subject: Public Works Inquiry: Ord 1
Attachments: Ord 1.docx

In reviewing the soon to be enacted Ord 1, I note with interest 7.1.B.4.

7.1 Violations It shall be unlawful for any person, firm or corporation to erect, construct, enlarge, alter, repair, move, improve, remove, convert, demolish, equip, use, or maintain any waste container, or permit the same to be done, in violation of this Ordinance.

7.1.A All Waste Containers and Solid Waste are the responsibility of the property owner until collected. In the event of disturbance and spills, the District or its Contractor will perform an immediate clean-up, with charges and penalties assessed per this Ordinance. The District may also order additional pick-up by collector.

7.1.B A residential service violation shall include but not be limited to:

7.1.B.1 Solid waste being placed at the curb on the wrong specified pick-up day or prior to 5:00 a.m. on the pick-up day.

7.1.B.2 Solid waste spilled on the property.

7.1.B.3 Solid waste not properly contained within the container.

7.1.B.4 Yard debris shall only be placed at the curb for pick-up on the specified pick-up day and be properly stickered using collector supplied stickers.

As you may recall, I questioned this at the BOT meeting last winter (presentation attached). Since bear and other vermin are usually not attracted to yard waste, what difference does it make when the bags are deposited on curb side?

Are you really going to fine residents who put out their yard waste prior to 5:00am on their appointed day? If so, you will generate a lot of revenue from fines and a lot of resident wrath. If this is not your intent, then you should not make rules that will not be enforced.

We are a country where the "rule of law" use to mean something. Is **7.1.B.4** just another meaningless regulation?

-- Bill & Judy Echols | H) 775-832-5406 | C) 214-334-8421
983 Wander Way, Incline Village, NV 89451

Bill Echols
983 Wander Way

By and large I support Ordinance 1. I do have 2 technical questions.

1. Article 3. **SOLID WASTE RULES** : Paragraph 7 . A States that “Yard debris shall only be placed at the curb for pick up on the specified pick -up day....”

Is that what you really mean? If so, this will be the most violated rule on the books. If a yard service rakes a homeowners lawn on Monday and the resident’s pick – up day is not till Friday, will you ticket the homeowner?

For guys like me who rake their own yard, will I have to move my 45 bags of pine needles between 5:00am and 7:00am on Friday morning in the dark?

I will of course obey the law but could you maybe cut us a little slack? Maybe give us a 48-hour window?

2. Article 4. **STORAGE AND COLLECTION RULES:** Paragraph 1.B States “Residential Waste Containers supplied by the owner shall not exceed a capacity of 32 gallons....” The bear resistant, roll-able tote that I have had for over 10 years is more than double that size. Waste Management has not had any difficulty servicing that tote. It neatly fits their lifting equipment. For the record, the tote remains undefeated in confrontation with bears.

Will Waste Management no longer service my tote?

Thank you for the clarification.



north lake tahoe

Incline Village/Crystal Bay Visitors Bureau

October 9, 2015

Steven Phillips, Parks Superintendent
IVGID
893 Southwood Boulevard
Incline Village, NV 89451

Dear Steven,

Thank you for working with us to improve our Visitors Center grounds and creating a fabulous welcoming to our guests and residents alike.

The collaboration during this process was greatly appreciated. Working with you and your top-notch team was a wonderful experience. We feel that we are invested partners in keeping this place beautiful, healthy and thriving. We are all looking forward to the Spring season when we will see countless flowers blooming through the end of next Autumn and beyond.

Again thank you and your team for all the hard work and cooperation and we look forward to working with you in the future on this and other projects.

Sincerely yours,

Ava Hinojosa
Director of Operations and Finance
775-832-1622 / 800-468-2463, x104

Andy Chapman
President / CEO
775-832-1612 / 800-468-2463, x103

cc: Steve Pinkerton
Kendra Wong

To: Board of Trustees - Audit Committee(Wong, Hammerel & Callicrate)

September 30, 2015

From: Clifford F. Dobler

Re: **Misallocation of Parcel Owner Discounts at the Community Services Fund and the Beach Fund**

Dear Audit Committee,

In my recent review of the Beach Fund within the comprehensive annual financial reports for the past six years I discovered some disclosure deficiencies and a major violation of operational expectations. I am requesting that the audit committee instruct the auditor to investigate and remedy these problems, to include a required restatement of financial statements and reallocation of IVGID funds as necessary.

The disclosure problems are caused by an unexplained change in the accounting and reporting of parcel owner discounts (also known as punch card allowances) at beach and community services venues. Thus:

- There was a major (material) change to the methodology
- There was no disclosure and explanation of the change
- There was no reporting as to the effect of the change
- There is no (possible) logical explanation for the change as implemented

The operational problem caused by the change is worse: **parcel owners without beach access are secretly (and illegally) being made to pay into the Beach Fund.**

In other words, for the last several years, Community Services Fund dollars have been reallocated into the Beach Fund without the public knowing, especially the parcel owners without beach access. Now on to the details.

BACKGROUND AND INVESTIGATION

As way of background I am retired as a CPA. I have over 30 years of experience reviewing financial statements, both as an auditor and advisor to financial institutions and as a successful investor in distressed debt situations. My attention to tiny details and discrepancies have unearthed big problems or opportunities. I have lived in Incline Village for 20 years but only recently turned my attention to the IVGID financials.

I was looking through past audited financial reports to understand historical beach performance and usage. I started by assembling the historical parcel owners discounts in the Beach Fund into a table, using the data IVGID began reporting in 2010.

NOTE: The data below is sourced from page 26 of the comprehensive financial report for fiscal years ended June 30, 2010, 2011, 2012, 2013 and 2014. For 2015 the data is from the unaudited operating income statement and for 2016 from the adopted annual budget.

Year Ending (June 30)	Beach Fund Parcel Owner Discounts
2010 and prior	Not Available
2011	319,888
2012	448,003
2013	77,888
2014	71,625
2015	62,978
2016 (budget)	71,000

I noticed a gigantic drop off in the discounts for the beach usage from 2012 to 2013. Wow, did beach usage really plummet that much?

I gathered the historical Community Services Fund data also, to see if maybe the discounts there also dropped over that time period.

Year Ending (June 30)	Beach Fund Parcel Owner Discounts	Community Services Fund Parcel Owner Discounts
2010 and prior	Not Available	Not Available
2011	319,888	0
2012	448,003	108,379
2013	77,888	564,550
2014	71,625	529,896
2015	62,978	470,402
2016 (budget)	71,000	519,000

Clearly not. In fact the numbers suggested that people had dramatically shifted discount usage away from the beaches to the other recreational facilities.

But the beaches and other facilities were open as usual during those years, so why would that happen? I looked at the total discounts next.

Year Ending (June 30)	Beach Fund Parcel Owner Discounts	Community Services Fund Parcel Owner Discounts	Total
2010 and prior	Not Available	Not Available	Not Available
2011	319,888	0	319,888
2012	448,003	108,379	556,382
2013	77,888	564,550	642,438
2014	71,625	529,896	601,521
2015	62,978	470,402	533,380
2016 (budget)	71,000	519,000	590,000

So other than a failure to report discounts for 2011 in the Community Services Fund (that the auditor missed at that time and for which there was no footnote), the TOTAL parcel owner discounts looked to be in a consistent range before and after 2013.

This suggested some kind of major accounting change after 2012, so I dove into the text of the comprehensive financial reports and the notes to financial statements - summary of accounting policies parcel owners discounts.

In 2011 there was no explanatory text for the parcel owner discounts and then in 2012 this text was added in Note 1-Q:

“Under Ordinance 7 parcel owners may use a portion of the value of the recreation passes to buy down the difference between a regular rate and a resident rate for certain types of recreational fees.”

This was brief but sufficient. Discounts are always allocated as a reduction in the revenues booked in the associated sale (by definition) so no need to elaborate on that. The Beach resident rate is "free" or zero dollars so the discount ("buy down") value for the guest rate would be the entire rate. Accounting for the use of a punch card for a typical adult guest transaction at the beach should look like this for the Beach Fund:

Sale of visit to a Resident Guest (Gross Revenue Amount)	\$12.00
Allowance for Punch Card (Discount Amount)	-\$12.00
Net Sale at the Beach (Net Revenue Amount)	\$0.00

Community Services Fund facility discounts (golf, rec center, skiing, etc.) are much less than 100% of the full price, but each discount should still be recorded as the difference between the regular rate and the resident rate. This seems to be how all the discounts were recorded and reported in 2012.

But then something strange happened. Beginning in 2013 and subsequent years, in the same notes to the financial statements - summary of accounting policies (Note 1-R), two new sentences were inexplicably added:

“Under Ordinance 7 parcel owners may use a portion of the value of the recreation passes to buy down the difference between a regular rate and a resident rate for certain types of recreational fees. *These discounts are presented as contra revenue in the Proprietary Fund statements. Discounts are allocated 88% to Community Services and 12% to the Beach Fund based on their relationship to total facility fees.*” (emphasis added)

What? The first new sentence restated the obvious - of course discounts are contra revenue, they have to be. But then the following sentence conflicts with basic rules of discount and fund accounting. How can discounts from gross revenue be reported in a different and arbitrary way from how they were actually recorded? How could a beach discount be allocated to community services and vice versa?

If the discounts from the gross revenues for the Beach Fund or Community Services Fund were allocated differently from how they actually happened, there would no longer be accurate reporting of the net

revenue activity and discounts in either fund, which might explain the weird numbers I'd found. I did calculations of the reported Beach Fund discounts and Community Services Fund discounts as a percentage of the total discounts:

Year Ending	Beach Fund Parcel Owner Discounts	Community Services Fund Parcel Owners Discounts	Total	Beach/CSD Discount Split
2010 and prior	Not Available	Not Available	Not Available	
2011	319,888	0	319,888	100.0/0.0
2012	448,003	108,379	556,382	80.5/19.5
2013	77,888	564,550	642,438	12.1/87.9
2014	71,625	529,896	601,521	13.5/86.5
2015	62,978	470,402	533,380	11.8/88.2
2016 (budget)	71,000	519,000	590,000	12.0/88.0

The reported discount split did change to something approximating the arbitrary 88%/12% split referred to in the financial statement notes, beginning in 2013. So even though the numbers did not match precisely as alleged, this had to be the explanation.

DISCLOSURE IMPLICATIONS

The first observation from a disclosure perspective is that there has definitely been a change in accounting in 2013 and thus a failure to adequately explain and disclose this change as required by accounting standards. Accounting guidelines state that for any material change in accounting methodology, there must be a clear disclosure and explanation of the change. This was not done.

The guidelines also imply that there must be a logical and justified explanation for the change as implemented. That doesn't appear possible in this case. The change creates a significant misrepresentation that fails basic accounting logic the way it was implemented. Actual discounts at point-of-sale must be reported as they are recorded, not as they are massaged after the fact into some arbitrary restatement. Revenues for one proprietary fund cannot be reported as revenues for another.

Disclosure guidelines aside, it is also clear that since 2013, records for "Parcel Owner discounts on entry fees" are no longer reporting the actual amount of Parcel Owner discounts on entry fees at the various venues. The accounting is not telling the public what is actually happening.

According to IVGID Staff, the vast majority of parcel owner discounts continue to be recorded at the beaches such that the annual beach discounts still amount to around \$450,000. This means that the fictional allocations of parcel owner discounts since 2013 (12% to the Beach Fund and 88% to the Community Services Fund) remain the opposite of the real ratios (about 80% to the Beach Fund).

This also means that the net revenues at the Community Service Fund are understated by about \$375,000 and the net revenues at the Beach Fund are overstated by the same amount. This overstatement is about 40% for the Beach Fund, which is obviously material by accounting standards.

OPERATIONAL ANALYSIS

While we cannot ascertain any justification for these accounting changes, we can explain their financial effects. A major operational problem emerges given the required separation of the Beach Fund Recreational Standby Fee payments from the Community Services Fund Recreational Standby Fee payments. IVGID's particular situation is that some parcel owners have beach access and pay beach facilities fees and some parcel owners do not have access and (by strict legal requirements) do not pay for beach operations. This accounting change has caused payments to the Community Services Fund to be redirected into the Beach Fund.

As explained above, an adult guest transaction at the beach happens like this:

Sale of visit to a Resident Guest (Gross Revenue Amount)	\$12.00
Allowance for Punch Card (Discount Amount)	-\$12.00
Net Cash Sale at the Beach (Net Revenue Amount)	\$0.00

But since 2013, an adult guest transaction at the beach has apparently been recorded and reported like this:

Sale of visit to a Resident Guest (Gross Revenue Amount)	\$12.00
Beach Fund Allowance for Punch Card (12% of Discount)	-\$1.44
Community Services Fund Allowance for Punch Card (88% of Discount)	-\$10.56
Net Cash Sale (Net Revenue Amount)	\$0.00

While this gives the illusion of balancing, the accounting now has most of the Allowance for Punch Card (parcel owner discount) being booked into a different fund, so **from the Beach Fund perspective** the transaction looks like this:

Sale of visit to a Resident Guest (Gross Revenue Amount)	\$12.00
Beach Fund Allowance for Punch Card (12% of Discount)	-\$1.44
Net Sale at the Beach (Net Revenue Amount)	\$10.56

The Beach Fund now has significant net revenues which were not previously recorded, because each time a guest obtains access to the beach by use of a punch card, 88% of that sale's discount is recorded in the Community Services Fund.

For each adult beach guest we now have \$10.56 in net Beach Fund revenue that is being reported for each sale but without any cash being paid at the time of sale. If the Beach Fund is booking \$10.56 in revenue and receiving \$0.00, the \$10.56 value per sale has to be coming from somewhere else in the financials and operations.

In other words, since the Beach Fund does not receive any cash from these guest sales as they take place at the beach, it must be receiving cash from some backchannel. Working from this deduction, I wanted to find out where the missing revenue or cash might be coming from.

After further investigation that included several discussions with IVGID staff, an answer has emerged. Through a series of convoluted journal entries and the use of a "cash pool" that has not been disclosed to the public, **actual cash is being transferred from the Community Services Fund to the Beach Fund** through the "cash pool" to make up for the discount reallocation.

Specifically, during the three year period ending June 30, 2015 **a total of \$1,128,820 of cash was transferred through the cash pool from the Community Services Fund to the Beach Fund.** This corresponds to the missing amount of money needed to cover all of the revenue booked but not received into the Beach Fund due to the reallocation of parcel owner discounts. These transfers are continuing today.

OPERATIONAL IMPLICATIONS

The existence of this cash transfer means that the subset of parcel owners that pay into the Community Services Fund and do not have beach access - and therefore are **not supposed to be paying anything** into the Beach Fund – have had a portion of their \$730 Community Services Fund Recreational Standby Fee payments reallocated into the Beach Fund without their knowledge or permission.

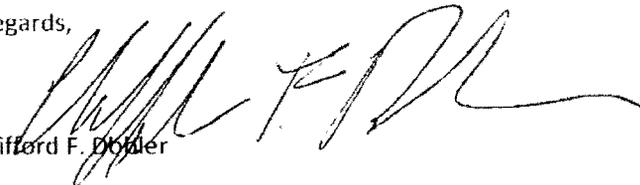
This is obviously an operational violation that needs to be stopped immediately and then fully reversed for previous years. In fact, anything short of a complete public acknowledgement, report and full remedy for all affected citizens will raise suspicions of bad intent.

I hope and trust that with the findings reported in this letter, the Audit Committee will now direct IVGID (and their Auditor) to acknowledge this mistake, undo it, investigate why it happened and report on the findings and the processes put in place to ensure that it never happens again.

Also please keep in mind that in light of the disclosures herein, any failure by the Audit Committee members to expedite an investigation and remediation of this problem would easily be considered aiding and abetting this malfeasance.

Thank you all for your prompt attention to this serious matter. If this letter raises any additional questions, I may be contacted by phone(775-722-4487) or email (cfdobler@aol.com).

Regards,



Clifford F. Dobler

Herron, Susan

From: Winqest, Indra S.
Sent: Friday, September 25, 2015 4:15 PM
To: Group - IVGID Trustees; Pinkerton, Steve J.
Cc: Herron, Susan
Subject: FW: Our Support of Early Childhood Program & Extended Pool Opening

More correspondence from the community requesting it be forward to our Board of Trustee's.

Cheers, Indra

Indra Winqest
Parks & Recreation Director
Incline Village Parks & Recreation
980 Incline Way, Incline Village NV 89451
P: 775-832-1323
F: 775-832-1380
isw@ivgid.org
<http://www.inclinerecreation.com>

-----Original Message-----

From: Phou Cameron [<mailto:phoucameron@gmail.com>]
Sent: Wednesday, September 23, 2015 3:17 PM
To: Winqest, Indra S.
Cc: Joan Skelly
Subject: Our Support of Early Childhood Program & Extended Pool Opening

Dear Mr. Winqest,

Can you kindly forward this message on our behalf to the IVGID Board as we are traveling and will not been able to attend the meeting this evening? Thank you in advance for your assistance.

Our family of four moved to Incline Village last June from New York City. Needless to say, it's been a huge change for us but especially for our two young children, age 5 and 2 1/2. When our daughter started preschool last fall, we quickly signed her up with Ms. Joan for the afternoon program to keep her busy and meet new friends. She had a wonderful time, made friends and loved bringing home projects that she completed. When school was coming to a close, we were delighted to find out that Ms. Joan was offering camps during the summer as well, so our daughter was quickly signed up. Having left a huge city of stimuli and educational options to live in our small community now, programs such as these make a huge difference to us. We've had an extremely positive experience and look forward to having the opportunity to send both of our children to Ms. Joan's programs in the future.

As for the longer opening of the pool season, our family wholeheartedly support this endeavor as well. September is our favorite time to visit the beaches and pools as the crowds have dwindled and we can enjoy the facilities in peace and quiet.

We hope that as you review the activities and budgets for the coming year that you would consider some of these programs that's been impactful to our family and our enjoyment of our town. Thank you for your consideration.

Sincerely,

Supathra Cameron

Sent from my iPhone

Herron, Susan

From: jhammerel@gmail.com on behalf of Jim Hammerel - IVGID [hammerel_trustee@ivgid.org]
Sent: Wednesday, September 23, 2015 2:36 PM
To: Herron, Susan; Pinkerton, Steve J.; Pomroy, Joe
Subject: Fwd: Ordinance 1

Correspondence received.

Jim Hammerel
Secretary, Board of Trustees
893 Southwood Blvd.
Incline Village, NV 89451
email: hammerel_trustee@ivgid.org
phone: 775-298-1546



----- Forwarded message -----

From: Debi Moore TRCBoard <trcboard@sbcglobal.net>
Date: Wed, Sep 23, 2015 at 2:27 PM
Subject: Ordinance 1
To: "wong_trustee@ivgid.org" <wong_trustee@ivgid.org>, "hammerel_trustee@ivgid.org" <hammerel_trustee@ivgid.org>, "devine_trustee@ivgid.org" <devine_trustee@ivgid.org>, "callicrate_trustee@ivgid.org" <callicrate_trustee@ivgid.org>, "dent_trusteeD@ivgid.org" <dent_trusteeD@ivgid.org>

Dear Trustees:

Unfortunately I did not review Ordinance 1 before today. Upon my review today, I was glad to see that 2.16 defines Multi-family residential but was disappointed that I cannot find where the difference between "Commercial" and "Multi-family residential" is defined especially as it applies to use of a dumpster as in a condo association. There are references to Commercial Service and Residential Service but I don't see anything about Multi-family Residential Service. Sections 4.3, 7.1, and 7.2 specifically should address this difference. I strongly feel that Multi-family Residential should be acknowledged as being different from Commercial service. But I can only "assume" that they are still being lumped together because they both use dumpsters. I also have a question as to whether Multi-Family Residential customers are eligible for the yard debris program? They should be.

One other comment is that Recycling Dumpsters should be a different color – most likely BLUE instead of green. They are not now significantly different from a regular dumpster which can lead to garbage being placed into a recycling dumpster.

Thank you for your consideration of these points.

Debi Moore
President
Tahoe Racquet Club Board of Directors

Sent from my iPad

Herron, Susan

From: Winquest, Indra S.
Sent: Wednesday, September 23, 2015 12:46 PM
To: Herron, Susan; Pinkerton, Steve J.; Group - IVGID Trustees
Subject: FW: for the ivgid board meeting...re: burnt cedar pool

Good afternoon,

Additional correspondence below requested to be forwarded and added to meeting minutes.

Thanks, Indra

Indra Winquest

Parks & Recreation Director
Incline Village Parks & Recreation
980 Incline Way, Incline Village NV 89451
P: 775-832-1323
F: 775-832-1380
isw@ivgid.org
<http://www.inclinerecreation.com>



From: pamela mcdonough [<mailto:pammcdonough@yahoo.com>]
Sent: Wednesday, September 23, 2015 11:10 AM
To: Winquest, Indra S.
Subject: for the ivgid board meeting...re: burnt cedar pool

Dear Indra,

I'm unable to attend this afternoon's board meeting because i have an appt in reno that cannot be rescheduled.

Please forward this not to the board and ask them to make it part of the minutes.

I regret missing the opportunity to speak in person about how much i appreciate that Burnt Cedar pool has remained open for September. I've been there every day and enjoyed it thoroughly and saw many others locals enjoying it as well.

As a property owner, I pay for the same 5 passes as all taxpayers, but only use one picture pass and a couple of punches for guests. It's discouraging that most of the season, the pool is so mobbed with tourist/renters that many times I've ended up indoors at the rec center on a beautiful summer day. The scheduled 2.5 laplanes for 2 hours is inadequate....too many lapswimmers, too little time. Meanwhile, unfamiliar faces (i.e. tourists) get to enjoy our pool.

September is the only time that locals can enjoy the facility that we pay for with our taxes and rec fee. Please consider making this extended schedule the new norm and keep it open in 2016 and going forward.

I would be glad to talk with anyone from the board or general manager if elaboration is sought.

Regards,
Pamela McDonough
661 Saddlehorn Dr
89451

Herron, Susan

From: Winquest, Indra S.
Sent: Wednesday, September 23, 2015 11:02 AM
To: Herron, Susan; Pinkerton, Steve J.; Group - IVGID Trustees
Subject: Fwd: Burnt cedar Pool

Correspondence received and requested to be forwarded below.

Iw's iphone. Have a great day!!

Begin forwarded message:

From: MaryAnn Dresner <maryanndresner@att.net>
Date: September 23, 2015 at 10:48:11 AM PDT
To: "Winquest, Indra S." <ISW@ivgid.org>
Cc: Pamela McDonough <pammcdonough@yahoo.com>
Subject: Burnt cedar Pool
Reply-To: MaryAnn Dresner <maryanndresner@att.net>

to: Indra Winquest:

I have owned property in Incline Village since the early 1990's, and before that I was a regular visitor, staying at various properties including the one I now own. I have always enjoyed the facilities at the Burnt Cedar Pool.

I am extremely grateful that, in 2015, the Burnt Cedar Pool has remained open after Labor day, and that it is scheduled to remain open through this coming Sunday September 27, 2015. When I have used the pool during the last several weekends, I was able to see that the pool was being enjoyed by lap swimmers, slide users, aquacizers, teenage socializers, and young children all in the same day.

Please do consider this email, as if I was able to attend tonight's meeting of the Board of Trustees. Please do include this email in the minutes of tonight's meeting.

I appreciate your consideration of this email, and I urge you to make every effort to have the Burnt Cedar pool open during more of the year in 2016. I am hoping that the Burnt Cedar Pool can open in the weeks and month prior to Memorial day 2016, weather permitting, and that the same pool can remain open through out September of 2016, also weather permitting.

thank you,
Maryann Dresner

Herron, Susan

From: Aaron [s4s@ix.netcom.com]
Sent: Tuesday, September 22, 2015 12:43 PM
To: Matthew Dent
Cc: Kendra Wong; Hammerel, Jim; Devine, Bill; Tim Callicrate; Herron, Susan
Subject: Sept. 23, 2015 Board Meeting Agenda Item F2 - EXL Media Advertising Purchase Agreement

Hello Matt -

So here's your first opportunity to demonstrate to the community that you're not another Jim Hammerel nor Bill Devine "rubber stamp yes" man; that you have a mind of your own; and that you will start doing what's best for local property owners versus our staff.

Have you seen the agreement staff wants you to give them authority to enter into? Have you seen last year's similar agreement w/EXL Media so you can see the real terms? Assuming the answer is "no" and "no," why don't you educate yourself and be pro-active?

First, understand clearly that this agreement has ZERO to do with "professional services" such those an attorney, CPA or engineer would provide. Why then has staff gone out of its way to NOT advertise the contract for public bidding?

EXL is nothing more than a salesperson under this agreement. It has a product to sell (print, internet, TV and radio advertising), and it is paid a commission for placing that advertising (an agency fee). Calling this a "professional services" contract is as disingenuous as staff's calling Coca Cola syrup a "perishable good" so it could disingenuously circumvent the public bidding requirements of the NRS (which is exactly what it did).

Understand this contract for exactly what it is.

Second, why is this item on the consent calendar? Is a \$265K contract something "routine" and thus warranted to be excluded from a public hearing? Or is it more "rubber stamping" to accomplish a staff agenda? Do the right thing and PULL this agenda item from the consent calendar and let's have a public hearing with public comment so the issues which follow can be fully vetted.

Third, do you understand that \$80K of this contract involves payment with IVGID's own currency (Diamond Peak lift tickets)? Why don't you ask Gerry Eick to show you where last year's similar expense was reported in our financials? Make him demonstrate to you the precise line item because he refuses to do this for anyone else. And if this "cost" isn't clearly reported in our financials, does this fact serve as a "red flag" to you insofar as other "costs" which similarly are not reported?

Fourth, why don't you get a detail of the amount of free lift tickets given to EXL last year and to whom exactly they went? Why don't you find out if Wendy Hummer, her husband or her firm received any of these lift tickets? Or why don't you see if Wendy Hummer received any other consideration for free in lieu of these lift tickets (like a season pass to the Rec Center). And then how about sharing your findings with the public?

Remember, these lift tickets are supposed to be exchanged for trade or promotion. What are we "promoting" when we give free lift tickets to Wendy Hummer? Or when we give her a free Rec Center membership in lieu of free lift tickets? What good or service are we trading for? Is she reducing her "agency fee" in consideration of anything we're giving her?

Fifth, here's another nouveau concept for you to consider. ALL of this advertising is a WASTE. EXL Media and our staff are unable to point to \$1 of added revenue we will realize as a result of this advertising. Without demonstrated performance, there's no justification spending anything more on advertising. And you know this!

For argument's sake, let's assume I am wrong and Wendy Hummer's advertising will generate additional revenues we would not realize without her advertising. How much additional revenue? Do you understand we will need to generate an additional \$265K of revenue (about 10% of the revenue we generate last year just on lift ticket/season pass sales) JUST TO BREAK EVEN with the advertising moneys we will be spending? Does anyone in his/her right mind (other than Mr. Pinkerton, Gerry Eick and Brad Wilson) believe this advertising will generate this level of additional revenues?

Finally, Diamond Peak is supposed to be a facility primarily available for the access and use of we local property owners

who are financially subsidizing it to the tune of \$2M+ per year (that's right. Last year staff spent \$2.5M MORE than the sales and fees revenues it was able to generate running Diamond Peak as a commercial, for profit, business enterprise). How much of this advertising is being spent to attract the local property owners who are paying? Once you answer NONE, ask yourself: why are we spending any of this money unless someone can empirically document that we're generating additional revenues we would not otherwise generate over and above the \$265K we're spending?

Because Jim Hammerel and Brad Wilson think it's a good thing? Because the "other guys" have an advertising budget and for this reason, we need to do the same thing so we can keep up with the Jones'

Finally, do you realize that if we eliminated this single unnecessary expenditure, you could REDUCE everyone's Rec Fee but some \$32 without eliminating any other service? In fact, you could probably reduce everyone's Rec Fee even more because then we wouldn't need our bloated marketing department which insofar as Diamond Peak is concerned, exists for no reason other than to coordinate with EXL Media and attend trade shows where they can give away for free more Diamond Peak lift ticket vouchers.

Why don't we NOT spend the \$264K on advertising with EXL Media this year and let's see if in the real world, we lose any revenue? Jim Hammerel is so anxious to take "risks" with local property owners' moneys on fantasy pie in the sky summer amusement activities at Diamond Peak. How about taking the "risk" we might actually save \$265K by NOT entering into this contract?

Thanks for hearing me out. Now let's see what you actually do.

Respectfully, Aaron Katz

P.S. -

Susan. Please make a copy of this e-mail part of the Board Packet.

Herron, Susan

From: Aaron [s4s@ix.netcom.com]
Sent: Tuesday, September 22, 2015 1:09 PM
To: Matthew Dent
Cc: Kendra Wong; Hammerel, Jim; Devine, Bill; Tim Callicrate; Herron, Susan
Subject: Re: Sept. 23, 2015 Board Meeting Agenda Item G1 - Approval of Proposed Solid Waste Ordinance Modifications

Hello Matt -

So here's your second opportunity to demonstrate to the community that you're not another Jim Hammerel nor Bill Devine "rubber stamp yes" man; that you have a mind of your own; and that you will start doing what's best for local property owners versus our staff.

Your staff are willing to go to war at local property owners' expense over their oppressive fine system which violates NRS 318 and can be used as a tool to extort offenders into purchasing and installing at their expense, approved wildlife resistant trash containers. And you're about to be played like a pawn to advance their agenda.

We can avoid all of this simply by adopting a fine structure which does not exceed \$100/violation. But no. Your staff wants to go to war. So that's exactly what they're going to get.

Read NRS 318.170(d). Where does it say that a GID has the power to adopt ANY fines against ANYONE for ANYTHING? Yes it talks about "rules and regulations." But where does it talk about fines?

Oh. NRS 318.170(e) permits fines for violations of those "rules and regulations." But according to staff, that's not exactly what it says. Rather, they assert that the only fines specifically authorized are those for "sanitary" violations. Then speaking out of the other side of their mouths, they assert that because NRS 318.170(e) doesn't prohibit fines for utility ordinance violations other than "sanitation," the door is open to the subject fines. And according to staff, because the sole fines which are recognized (for "sanitation") are capped at \$100/violation, the door is open to limitless fines insofar as utility ordinance violations other than "sanitation."

This is double talk Matt. And what's more bothersome is that the staff memo represents this is the legal opinion of Devon Reese, yet why can't Mr. Reese speak for himself?

Mr. Pomroy then represents that fines are used in all of our utility ordinances to compel compliance making you think there's nothing different here. Well Joe speaks with "forked tongue" and it's about time you learn the way he speaks. Go take a look at the sewer ordinance. Specifically Exhibit "C" which is a schedule of fees. NO FINES. Why not Joe?

Now take a look at the water ordinance. Again specifically Exhibit "C." A \$100 (rather than limitless) fine for "excess water use." Now that's an oxymoron. Since users are charged excess water charges for excess use, when does that excess use qualify for a \$100 penalty? And why only \$100 when according to staff the \$100 limitation only applies to "sanitation" offenses?

This is more double talk Dent.

Modify the proposed fine structure to \$100/offense and you will hear no object from me. Do as staff propose, and you'll have another piece of litigation on your plate; something which oh so easily could have been avoided.

Thanks for hearing me out. Now let's see what you actually do.

BTW, please consider this e-mail and my written statement to be submitted as my protest and objection to the proposed resolution. Since I will not be at the public hearing and meeting tomorrow, I am submitting this protest and opposition ahead of time.

Respectfully, Aaron Katz

P.S. -

Susan. Please make a copy of this e-mail part of the Board Packet.

Herron, Susan

From: Aaron [s4s@ix.netcom.com]
Sent: Tuesday, September 22, 2015 2:20 PM
To: Matthew Dent
Cc: Kendra Wong; Hammerel, Jim; Devine, Bill; Tim Callicrate; Herron, Susan
Subject: Re: Sept. 23, 2015 Board Meeting Agenda Item G2 - Restricting Public Comment to Before and After General Business Matters

Hello Matt -

So here's your third opportunity to demonstrate to the community that you're not another Jim Hammerel nor Bill Devine "rubber stamp yes" man; that you have a mind of your own; and that you will start doing what's best for local property owners versus our staff.

The purpose of public comment is NOT to stifle the public from publicly communicating with Trustees. Yet that's exactly what your mentor, Jim Hammerel, is attempting to do. Never before has IVGID restricted public comment as staff now propose it do. To point to a couple of local agencies that do as Mr. Hammerel suggest is disingenuous. Why not point to Washoe County? It permits public comment before each general business matter is voted upon by the Board; exactly what we do today.

If Mr. Hammerel's proposed public comment changes are adopted and a future agenda has multiple proposed general business matters for possible action, how is the public going to be able to comment on all BEFORE the Board takes action? At one three minute public comment opportunity, there certainly isn't sufficient time.

And if during the discussion of a general business matter a fact comes out which is wrong or requires clarification, there will be no opportunity for the public to correct or clarify what has been discussed because there will be no opportunity for public comment until after the fact.

And you think this is just or right?

If your intent is to stifle public criticisms by "malcontents," you will not be successful because we'll simply resort to written statements.

If your intent is to protect deceitful staff management from embarrassment, you will not be successful because we'll simply resort to written statements.

If to you it's more important to stifle public criticism by "malcontents" and you're willing to incur the unintended consequence of stifling public criticism by unidentified others, all you will accomplish is increase the number of malcontents.

And all of this for what?

At least three prior attempts to accomplish what is again on the table have all failed. Why attempt again? Is the answer that if you throw enough mud on the wall enough times, eventually it will succeed?

Thanks for hearing me out. Now let's see what you actually do.

Respectfully, Aaron Katz

P.S. -

Susan. Please make a copy of this e-mail part of the Board Packet.

Herron, Susan

From: jhammerel@gmail.com on behalf of Jim Hammerel - IVGID [hammerel_trustee@ivgid.org]
Sent: Wednesday, September 23, 2015 12:43 PM
To: Herron, Susan
Subject: Fwd: FW: Ordinance 1 suggestion, please consider

Correspondence received.

Jim Hammerel
Secretary, Board of Trustees
893 Southwood Blvd.
Incline Village, NV 89451
email: hammerel_trustee@ivgid.org
phone: 775-298-1546



----- Forwarded message -----
From: **Greg Flanders** <milpaint@msn.com>
Date: Wed, Sep 23, 2015 at 12:39 PM
Subject: FW: Ordinance 1 suggestion, please consider
To: hammerel_trustee@ivgid.org

Trustee Hammerel,

Please read below email sent to wrong email address.

Sorry,

Greg J. Flanders

G and C Properties, LLC

dba Mil-Spec Spray Paint

dba Advanced Graphic Designs

From: Greg Flanders [mailto:milpaint@msn.com]
Sent: Wednesday, September 23, 2015 12:33 PM
To: wong_trustee@ivgid.org; devine_trustee@ivgid.org; hammerral_trustee@IVGID.org;
callicrate_trustee@ivgid.org; dent_trustee@ivgid.org
Cc: 'Pomroy, Joe' <Joe_Pomroy@ivgid.org>
Subject: Ordinance 1 suggestion, please consider

Dear Trustee,

In reviewing the amendments to Solid Waste Ordinance #1 I have notice that item 2.23.D is unchanged. I would strongly suggest changing to include self-locking wildlife resistant container. I fear that if it is not clarified it will be assumed that commercial and HOA dumpsters with a manual chain lock will continue to be acceptable.

I am a HOA board member on several HOA's and have commercial property served by IVGID/Waste Management. I can state as a matter of fact that the self-locking containers reduce drastically the number a wildlife violations. Please consider amending the definition to better describe the dumpsters that have been proven to work in our community.

Regards,

Greg J. Flanders

G and C Properties, LLC

dba Mil-Spec Spray Paint

Herron, Susan

From: s4s@ix.netcom.com
Sent: Thursday, September 17, 2015 3:17 PM
To: Kendra Wong
Cc: Hammerel, Jim; Devine, Bill; Tim Callicrate; Matthew Dent; Herron, Susan
Subject: FWD: I Can Ask You Now or Later Kendra. Can You Please Confirm or Deny? I Hope You Can Appreciate the Fact That I Don't Want to Perpetuate Untrue Rumors.

Dear Chairperson Wong and Other Honorable Members of the IVGID Board:

In light to today's article in the Bonanza ["Wild Alaskan Café closes" (<http://www.sierrasun.com/news/18203914-113/wild-alaskan-café-closes-tahoe-business-to-continue>)] and Chairperson Wong's refusal to answer my question below posed on September 1, 2015, I feel it is now appropriate to share these matters with the Board and the public.

So I guess Ms. Wong isn't the savvy business owner she portends to be (notwithstanding the fact she is the head of SNC's business department)? And yet we've made her the titular head of our \$9M of ANNUAL money losing public recreation businesses?

Although the article states Ms. Wong made the decision "to close the storefront last week," don't you Board members find it remarkable my e-mail was sent more than two weeks ago and asked about the very same thing? How is it I knew of the restaurant's closing, and Ms. Wong didn't?

The article states that the decision to close was made "in light of a piece of equipment needed for operation...cost(ing) at least \$25,000 to replace...being unreliable and...the problem (possibly) run(ning) deeper, with a loss of business during repairs." Yet Ms. Wong "declined to reveal what piece of equipment was needed." Is this true Ms. Wong? What equipment do you and your husband have in the restaurant that costs \$25,000 or possibly more to replace?

So let's recap: In a capital intensive business like a restaurant, how exactly did EBITDA work out for you and your husband? Whatever your answer, do you think it's going to work out any differently for we local property owners given: essentially all of our "so called" available/unrestricted recreation reserves are gone; we need at least \$5M to replace the Diamond Peak culvert to nowhere; we need \$2.5M or more to replace the Mountain Golf Course Clubhouse; we need \$2.5M or more to replace the administrative building on Southwood; according to Al O'Connor, we need \$2.33M to construct Phase 1A Diamond Peak Master Plan capital improvements, an additional \$2M to construct Phase 1B capital improvements and another \$4M to construct Phase 2 capital improvements; after we spend \$750,000 - \$1M or more WE DON'T HAVE securing TRPA and USFS approvals/entitlements (remember, the Board has only budgeted \$150K for these entitlements); and when Brad Johnson gets finished with his Beach Facilities Study, we're going to need an additional \$3.5M or more at the beaches? Where's the money coming from? And what happens if "the problem runs deeper, with a loss of business during repairs?"

Haven't you learned, Trustee Wong? When you're in a series of capital intensive businesses like IVGID is, EBITDA is worthless and in light the massive capital costs needed for operation, and the problem (possibly) run(ning) deeper, with a loss of business during capital repairs?

I can hear "bond man" (aka Gerry Eick) speaking already. Bond, bond, bond away. And if you think this is such a good idea, I have another question for you. Since all your restaurant business needs is an unidentified \$25K piece of equipment, why don't you just float a bond (aka take out a loan)? After all, a \$25K business loan at let's say an excessive 10% interest rate amortized over ten years costs less than a car payment (\$300/month). You mean to tell me you and your husband couldn't afford the capital investment to preserve this community asset for only \$300/month? I'm sorry; something isn't adding up here.

Finally, I found the following quote in the article to be particularly amusing: we "intend...to continue the Wild Alaskan business through catering...(we're) looking forward to catering. Catering opens up a lot of different avenues...As much as it's closing a door, it's opening another one."

So now you're going to bring your catering skills to IVGID's money losing catering department which really isn't a department any more because we changed the name to "food and beverage?"

Are you starting to get it new Trustee Dent? These people you've aligned yourself with aren't capable of running

ANYTHING other than our utilities at a break even or positive cash flow and local property owners (like you and your wife) are getting taken along for the ride because staff needs your money. But don't worry, we're making an operational profit!

BTW, did staff share with you that last year they lost over \$800K more than the losses they budgeted for and it was taken out of our reserves which were supposedly created to pay for the capital improvement projects identified above? This helps to explain why we have no reserves. And when Mr. Eick told us we needed the money from our Rec Fee for "repurposing," what he really meant was to further shore up money losing operations!

Did Mr. Eick tell you that we've increased personnel costs by \$800K per year over last year? So if we lose the same amounts next year as we lost last year, we'll only have to pull another \$1.6M out of reserves to shore up the loss!

Given all of this, why force those of us who are dumb enough to see the truth to go down another series of paths to disaster? The same paths Chairperson Wong has gone down!

I've said this before and I will repeat it for your benefit Trustee Dent. The quickest way to get out of a bottomless pit is to stop shoveling. And that's what we need to do. STOP SHOVELING!

Please make this e-mail part of the Board packet Susan because I want there to be a written record of all of this given Mr. Otto only thinks I'm only 33-1/3% correct (that would be a .333 batting average in the big leagues Chuckie, which I think is pretty good).

Thank you for your cooperation. Aaron Katz

-----Original Message-----

>From: s4s@ix.netcom.com

>Sent: Sep 1, 2015 10:02 AM

>To: Wong Kendra

>Subject: I Can Ask You Now or Later Kendra. Can You Please Confirm or Deny? I Hope You Can Appreciate the Fact That I Don't Want to Perpetuate Untrue Rumors.

>

>I heard your restaurant business is shutting down after how many years? Is this true Kendra? And if so can you share the reasons why? Thank you, Aaron Katz

DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				DECEMBER 2015	
11/20/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
11/24/2015	Tuesday			Target for Board Retreat Packet to be made available	
11/30/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
12/03/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	Marketing/Branding proposal from Augustineldeas Report by Kristen Ferrall and Kevin Lyons – Follow Up to the Communications Report that was last presented to the Board on April 29, 2015
12/04/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
12/07/2015	Monday			Board Packet is made available	
12/16/2015	Wednesday	4 p.m.	Chateau	Audit Committee Meeting	
12/16/2015	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
12/16/2015	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	Accept the District's Audit Report Ski Season Preview Revision to Memorandum of Understanding with Incline-Tahoe Parks and Recreation Vision Foundation (ITF) Consent Calendar – Award Construction Contract for Pump Station Roof Replacements Consent Calendar – Award Procurement Contract for Diamond Peak Chair Lift Control Panels Board Officers for 2016 Unemployment Insurance
				Quarterly Community Workshop	Topic:

* = Chateau is unavailable, private event already booked
(CC) = Consent Calendar Item
(GB) = General Business Item
(PH) = Public Hearing
(R) = Report Item

DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				JANUARY 2016	
01/07/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	Trustee Wong out of the area – not available to attend Utility Rate Study – 1 st Draft
01/27/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
01/27/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	
				FEBRUARY 2016	
02/04/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	Utility Rate Study - 2 nd Draft 2016 Beach Ops Update (include parking and shuttle services)
02/24/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
02/24/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	
				MARCH 2016	
03/03/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	Utility Rate Study – Set Date for Public Hearing on 4/27
03/30/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
03/30/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	
				APRIL 2016	
04/07/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
04/27/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
04/27/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	Utility Rates – Ordinance 2 and 4 Amendments – Hearing Utility Rates – Ordinance 2 and 4 Amendments – GB Item
				MAY 2016	
05/05/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
05/25/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	Trustee Wong out of the area – not available to attend
05/25/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	Trustee Wong out of the area – not available to attend

* = Chateau is unavailable, private event already booked
(CC) = Consent Calendar Item
(GB) = General Business Item
(PH) = Public Hearing
(R) = Report Item

LONG RANGE DRAFT CALENDAR

Friday, November 13, 2015

DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				JUNE 2016	
06/02/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
06/29/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
06/29/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	
				JULY 2016	Distribute Board's self-evaluation tool
07/07/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
07/27/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
07/27/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	
				AUGUST 2016	Due date of 8/15/2016 for Board's self-evaluation tool
08/04/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
08/31/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	Consider adjusting date to earlier in the month
08/31/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	Consider adjusting date to earlier in the month
				SEPTEMBER 2016	
09/01/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	Concern; see August
09/28/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
09/28/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	Board's self-evaluation review
				OCTOBER 2016	
10/06/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
10/26/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	
10/26/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	
				NOVEMBER 2016	
11/03/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
11/30/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	Consider adjusting date to earlier in the month
11/30/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	Consider adjusting date to earlier in the month

* = Chateau is unavailable, private event already booked
(CC) = Consent Calendar Item
(GB) = General Business Item
(PH) = Public Hearing
(R) = Report Item

DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				DECEMBER 2016	
12/01/2016	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
12/28/2016	Wednesday	5 to 5:30 p.m.	Chateau	Meet and Greet	Consider adjusting date to earlier in the month
12/28/2016	Wednesday	5:30 p.m.	Chateau	Regular Monthly Board Meeting	Consider adjusting date to earlier in the month

<i>Items sitting in the parking lot (to be discussed but (a) not yet scheduled for a specific Board meeting) or (b) a future Board not on this calendar</i>
Personnel Policies Update (CC)
Administrative Assistant (tabled on 2/13/2015)
Assistant General Manager (tabled on 2/13/2015)
MIG Contract
Award Design Contract for the Diamond Peak Culvert
Revisit once-a-month business meeting at the Jan. 27, 2016 meeting (from 6/24/2015 mtg item)
Revisit public comment periods (from 10/23/2015 meeting)

* = Chateau is unavailable, private event already booked
 (CC) = Consent Calendar Item
 (GB) = General Business Item
 (PH) = Public Hearing
 (R) = Report Item