



NOTICE OF MEETING

The regular meeting of the Incline Village General Improvement District will be held starting at 6:30 p.m. on Wednesday, March 25, 2015 in the Chateau, 955 Fairway Boulevard, Incline Village, Nevada.

A Meet and Greet reception will be held prior to the Board meeting at 6:00 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. BOARD OF TRUSTEES RECOGNITION of the Incline Highlanders Girls Ski Racing Team and their success at the Tahoe Basin Ski League Championships at Sierra-At-Tahoe and Heavenly on Tuesday, February 24, 2015 and Wednesday, February 25, 2015 (as reported in the North Lake Tahoe Bonanza March 5, 2015 edition) (Requesting Trustee: Chairman Jim Smith) - pages 1 - 2**

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 March 25, 2015 - Page 2

E. APPROVAL OF AGENDA (*for possible action*)

F. CONSENT CALENDAR (*for possible action*)

1. Sole Source Finding and Contract Award for the Purchase of Replacement Rental Shop Equipment – 2015/2016 Capital Improvement Project: Fund: Community Service; Division: Ski; Project # 3468RE1002; Vendor: Salomon (Requesting Staff Members: Diamond Peak Ski Resort General Manager Brad Wilson and Engineering Manager Brad Johnson) – **pages 3 - 5**

G. GENERAL BUSINESS (*for possible action*)

1. IVGID Board of Trustees Strategic Plan and Organizational Chart prepared by CoralBridge Partners (Requesting Trustee: Vice Chairman Tim Callicrate) – **pages 6 - 31**
2. One Year Funding Authorization for Federal Legislative Advocate Services with Marcus G. Faust, P.C. (Requesting Staff Member: Director of Public Works Joe Pomroy) – **pages 32 - 33**
3. Designation of Audit Firm for Audit Services for Fiscal Year Ending June 30, 2015 – Edie Bailly, LLP (formerly Kafoury Armstrong & Co.) (Requesting Staff Member: Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick) – **pages 34 - 35**
4. Audit Committee Member Appointment (Requesting Staff Member: General Manager Steve Pinkerton) – **pages 36 - 38**

H. DISTRICT STAFF UPDATES

GENERAL MANAGER STEVE PINKERTON

1. An explanation of the actions and policies of IVGID's appearance before the Nevada State Legislature by District Staff
2. Past and present policy on employee bonuses
3. District financial update
4. Information Technology project update
5. Financial information system update



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6. General Manager goals

ENGINEERING MANAGER BRAD JOHNSON

1. Beach restrooms: Grand opening, new features, and recent positive change to ingress/egress of ski beach restroom as recommended by Trustee Callicrate

GENERAL MANAGER DIAMOND PEAK SKI RESORT BRAD WILSON

1. Verbal update on Diamond Peak Ski Resort 2014/2015 Season

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

1. Special Meeting of February 5, 2015 – **pages 39 - 118**
2. Special Meeting of February 13, 2015 – **pages 119 - 251**
3. Special Meeting of February 17, 2015 (*Administrative Note: These minutes were reproduced in hard copy form in the Board packet of March 5 and are thus not reproduced in this packet*) – **page 252**
4. Regular Meeting of February 25, 2015 – **pages 253 - 316**
5. Special Meeting of March 5, 2015 – **pages 317 - 486**
6. Special Meeting of March 6, 2015 – **pages 487 - 607**

J. REPORTS TO THE IVGID BOARD OF TRUSTEES*

1. District General Counsel Devon Reese

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*

1. Communications Committee Update – Members of this committee are Kayla Anderson, Tim Averill, Trustee Tim Callicrate (Committee Chairman), Kristen Ferrall, Trustee Jim Hammerel, Brad Johnson, Kevin Lyons, Michael McCloskey, Misty Moga, Mark Rosenberg, and Stuart Yount



NOTICE OF MEETING

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2. Report from Trustee Kendra Wong on her attendance at the University of Nevada, Reno seminar, held on Monday, March 16, 2015, about "How to Effectively Use Parliamentary Procedure" (materials attached) - **pages 608 - 633**

- L. CORRESPONDENCE RECEIVED BY THE DISTRICT* - **pages 634 - 669**
- 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.
- N. REVIEW WITH BOARD OF TRUSTEES, BY THE DISTRICT GENERAL MANAGER, THE LONG RANGE CALENDAR (*for possible action*) - **pages 670 - 678**
- O. ADJOURNMENT (*for possible action*)

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before Friday, March 20, 2015 at 9:00 a.m., a copy of this agenda (IVGID Board of Trustees Session of March 25, 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.

Sports

18 | Thursday, March 5, 2015 | North Lake Tahoe Bonanza

Comments, suggestions, tips and photos are welcome. If you know of a sports story in Incline Village or Crystal Bay, we need to know. Please contact Sports Editor Sylas Wright at 530-550-2653 or at swright@tahoebonanza.com, or contact Editor Kevin MacMillan at 775-831-4666 or at kmacmillan@tahoebonanza.com.

ALPINE RACING

Diamond Peak skiers shine at Mammoth Mountain

Special to the Bonanza

Several Diamond Peak U14 and U16 Far West alpine athletes traveled to Mammoth Mountain to compete in the FW Open super G held Feb. 28 and March 1.

A storm late Friday night brought several inches of new snow to the Sierra. Although desperately needed, the storm brought Saturday races to a halt. The Diamond Peak (DP) team took advantage of the new snow and spent a portion of the day freeskiing and discussing strategy.

Sunday saw a return to racing and strong skiing by the Diamond Peak racers.

U14 girls Julia Capaldi finished second with a time of 43.78 and Julia Holm was third (1:02.93) behind first-place finisher Monique Fellows (32.53) of Sugar Bowl.

In U14 boys racing, Matthew Smallhouse finished fourth (1:04.94) while Nicolas Pantelich of Sugar Bowl topped the podium with an impressive time of 31.23. Also finishing with notable performances from Diamond Peak were Kobe Robinson (16th), Brent Wolf (20th), Connor Funke (40th), Satchel Hirsh (41st) and Marek Hlubinek (50th).

The interruption of Saturday's racing did not spoil the enthusiasm for Diamond Peak's U16 girls on Sunday. Belle Johnson put together two impressive races, finishing third (1:01.16) and fifth (1:05.60).

Haley Louis of Sugar Bowl topped the podium in the first race with a time of 1:00.30 and Mammoth's Mack Carkeet raced to second place with a time of 1:04.18. Also finishing with strong results were Allena Thompson (12th, 14th), Madison Idso (13th, 18th), Rachel Meyer (31st, 25th), Laurel Taylor (39th, 29th) and Katie Fischer (44th, 41st).

The U16 boys showed off their strength in the speed event, too. Winston Pretti raced to a close second with a time of 1:00.11 to Sugar Bowl's Peter Schadlich's 59.77 in the first race of the day.

Fellow DP racers with impressive finishes included Payton Norton, fifth (1:00.64), and Nick Fischer, ninth (1:01.72).

The second race had equally thrilling times amongst the top finishers. Pretti raced to third (1:02.93) behind first-place finisher Max Wingerd (1:02.34) of Squaw Valley and in second, Schadlich (1:02.65).

Fischer finished fourth (1:02.95), Norton sixth (1:03.28) and Trent Funke 12th (1:03.90).

DIAMOND PEAK, 19

TAHOE BASIN SKI LEAGUE



COURTESY PHOTO

Incline's girls celebrate their titles at the Tahoe Basin Ski League championships last week. The girls won the combined, slalom and GS titles and placed second in the dual slalom.

Belle Johnson, Incline girls impressive in championships

Highlanders edge Wolverines for combined title

By Sylas Wright
swright@siererasun.com

The Incline girls displayed their racing prowess in the Tahoe Basin Ski League championship races at Sierra-at-Tahoe and Heavenly last Tuesday and Wednesday.

Standout Incline skier Belle Johnson won both the slalom and giant slalom (GS) titles to help lead the Incline girls to the

combined championship by a single point over Truckee, with 333 points to the Wolverines' 332. The Incline girls also won the team slalom and GS titles and were second in the dual slalom.

Johnson, who finished runner-up in the dual, had plenty of help from her Incline teammates, as four Highlanders recorded top-10 finishes in the GS, while the same four finished among the top 11 in the slalom.

In the GS at Sierra-at-Tahoe, Johnson raced to the individual title among girls with a two-run combined time of 1:10.50.

STATE ALPINE, 19



ANTHONY GENTILE / TAHOE DAILY TRIBUNE

Incline's Annika Hansen competes in the dual slalom on the second day of the Tahoe Basin Ski League championships last Wednesday. Hansen placed third in the event.

NORDIC RACING

Auburn Ski Club to host nation's best junior racers

Staff report

The 2015 U.S. Ski and Snowboard Association Cross Country Skiing Junior National Championships are set to begin Sunday at the Auburn Ski Club Training Center on Donner Summit.

More than 400 of the country's

best Nordic skiers ages 13-19 will compete. Ten USSA divisional teams will be participating in four separate competitions in both freestyle and classic disciplines.

The Junior Championships are the fourth hosted by Auburn Ski Club (ASC) since 1971. Ten skiers

on the 16-member FIS World Championship team who recently competed in Falun, Sweden, raced on the ASC courses at the 2005 or 2009 Junior Nationals. Many of the athletes competing will go on to race at the college level.

Despite a record season, organizer

a challenging 2.5K course and 1.3K course for the sprint competition.

"In early February, after weeks of no snow and record high temperatures, we began an aggressive snow storage and snow moving project," said former Olympic biathlete Glen Jobe, event chief

of course. "The 2.5K course will be up to standards for the fierce competition during the week."

Auburn Ski Club — located on Donner Summit adjacent to Boreal Mountain Resort — will also host the U.S. Biathlon Association National Championships from March 19-22.

INCLINE BASKETBALL

State champs fall short of repeat

Girls' year ends with loss to White Pine in state semifinal round

By Sylas Wright
swright@sierrasun.com

Incline girls basketball coach Indra Winquest feared that the Highlanders' youth and lack of offensive production outside of their two stars would catch up to them at some point this season.

It did in the Division III state semifinal Friday in Las Vegas.

The defending state champs lost 49-40 to top Southern seed White Pine, which went on to defeat Needles 52-36 for the Division III state title.

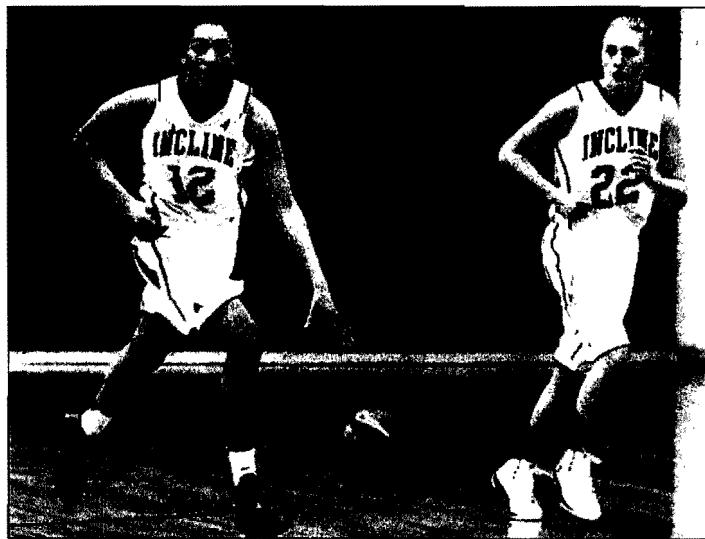
"Despite the outcome, we definitely exceeded my expectations," said Winquest, whose Incline team, which finished 20-6 overall and won the league title, had only two seniors and four underclassmen. "I'm very pleased with our season. We showed a lot of resilience and played our hearts out."

Incline kept the score close throughout Friday's contest, trailing only 19-15 at the half after an evenly played first quarter. The Highlanders outscored the Bobcats 12-11 in the third quarter and briefly took a one-point lead, but White Pine (25-2) pulled away with a 19-13 fourth quarter.

"We couldn't get any stops down the stretch. We were trading baskets and couldn't cut into the lead," Winquest said. "They (the Bobcats) did a great job closing the game offensively. They made their shots and free throws."

Senior guard Molly Franklin paced Incline in the first half, when she scored seven of her 11 points. Junior forward Kira Porter took over in the second half, scoring 18 of her game-high 22 points as the Highlanders repeatedly fed her in the post. Porter also pulled down 10 rebounds and had three blocks, and Franklin had four assists.

"Molly carried us in the first half and Kira



Incline's Kira Porter (with ball) and Molly Franklin combined for 33 points in the Highlanders' state semifinal loss to White Pine on Friday.

carried us in the second," Winquest said. "Our strategy in the second half was to get the ball down to Kira, and she was a beast. We just didn't give her enough support offensively."

Winquest said junior point guard Briana Barraza was limited with a shin injury, which forced Franklin to handle the ball and expend more energy than normal.

"Molly wore down a little bit in second half, but the effort was there. She came to play," Winquest said of the Northern Division III MVP, who finished as the second leading scorer in the state, averaging 21.6 points per game.

The Bobcats also took advantage of their distinct size advantage, while senior guard Jaden Ernest got hot in the second half and made four clutch 3-pointers en route to 13 points. The

Highlanders did not help their cause with 21 turnovers.

"For the first time this year we were outsize at every position — and not just in height, but strength-wise," Winquest said. "White Pine is a very physically strong team."

Only two Incline players scored outside of Franklin and Porter. Taylor Cheney finished with four points, seven rebounds and four assists, and Harmony Bates had three points.

Debra Kingston led the Bobcats with 16 points and Jenna Gubler added 10, with nine of her points coming in the fourth quarter. Gubler was 7-for-11 at the free-throw line in the final frame.

Pershing County, which defeated Incline in the regional championship, was eliminated with a 39-35 loss to Needles in the semifinal round.

INCLINE BASKETBALL

Boys fall to undefeated Stars in state semi

By Sylas Wright
swright@sierrasun.com

In the end the Incline boys fell victim to another hot shooting performance.

After losing to a clutch-shooting Yerington squad in the regional championship, the Highlanders came up short against an athletic, offensive-minded Agassi Prep team in the state semifinal round in Las Vegas on Friday.

Led by Deishuan Booker's 27 points, five Agassi Prep players scored in double figures to help lead the Stars to a 96-74 win.

"I thought we played very well against Agassi. They just have a lot of weapons," said Incline coach Tim Kelly. "We defended well, but they were on fire."

Agassi Prep, which defeated Incline in last year's Division III state championship, went on to complete an undefeated season with a 57-48 win over The Meadows in the title game. The Stars posted a final record of 26-0 and are a combined 61-1 in two seasons under head coach Trevor Duggs.

The Highlanders (20-6) found themselves playing catchup after the Stars stormed out to a 20-9 lead by the end of the first quarter. Agassi Prep stretched its lead to 48-29 by the half and outscored Incline 31-26 in the third quarter to build a 79-55 advantage entering the fourth.

Senior guard Jack Clouthier led the way for the



Incline senior guard Jack Clouthier, shown in the regional championship, led the Highlanders with five 3-pointers and 26 points in their state semifinal loss to Agassi Prep.

Highlanders. He hit five 3-pointers and finished with a team-high 26 points in his final high school game.

"Jack Clouthier is one of the most fearless young men I've ever known," Kelly said. "It was

a great way for him to celebrate his four years playing for Incline."

Incline senior guard Tommy Thompson added 13 points, Alex Zisis had 10 points and Jack Besette eight. Cole Steinberg contributed six points and Ben Snyder five.

While the Highlanders finished with a respectable point total, they could not find a way to contain Booker and the Stars.

"Deishuan was really hard to stop," Kelly said of the 6-foot-3 point guard, who scored 30 points against Incline in last year's title game. "He was the best player on the floor."

Booker made 15 of his 16 free-throw attempts, while Agassi Prep was 27-for-33 at the charity stripe. Incline, meanwhile, was 11-for-19 at the free-throw line. Jordan Smith scored 15 points for the Stars, Kobe Williams had 14 points, Aksemis Williams 11 and Dennis Walker 11.

Kelly expects the Highlanders to rebuild after losing nine seniors from this year's group to graduation.

"They (Incline's seniors) have started something, and every little kid in town wants to play varsity basketball because of them," Kelly said. "I'm very proud of our kids and will miss our seniors."

Yerington, which earned the North's top seed after defeating Incline in the regional title game, was eliminated with a 52-50 loss to The Meadows in their state semifinal.

STATE ALPINE

From page 18

Truckee's Cheyenne Brown placed second in 1:12.91 and Incline's Annika Hansen was third in 1:13.23.

Incline's Laurel Taylor (1:15.39) finished sixth, Rachel Meyer (1:17.30) was ninth, Sami Lampe 13th, Hannah Laurie 15th and Keegan Wells 18th.

In the boys GS, Whittell's Payton Norton — who races for the Diamond Peak Ski Team — claimed the win with a time of 1:08.14. North Tahoe's Lucas Earley placed second in 1:09.85, and Truckee's Max Wingard rounded out the top three in 1:10.68.

North Tahoe racers took the next five spots, while Preston Hoff led the Incline boys with a 20th-place finish.

As she did in the GS, Johnson topped the field in the girls slalom, posting a two-run time of 58.90. Hansen finished runner-up in 59.64, and South Tahoe's Mikaela Clothier was third in 59.90. Taylor (1:08.91) placed ninth for the Highlanders, Meyer was 11th, Lampe 16th and Laurie 20th.

In the boys slalom, Austin Allen of South Tahoe captured the win with a combined time of 55.13. Wingard finished runner-up with a time of 56.36, and Harrison Goss placed third for North Tahoe in 56.71.

The championships wrapped up with the spectator-friendly duals at Heavenly on Wednesday.

In the girls dual, Brown won five head-to-head heats to claim the title. She defeated Johnson in the final heat and Clothier in her semifinal heat. Hansen beat Clothier in the third-place heat.

In the boys duals, Lucas Earley defeated all five racers he faced to win the title for North Tahoe, including his brother Quinn in the quarterfinal round. He beat Allen of South Tahoe in the final heat and his teammate Goss, who eliminated Wingard, in the semifinal. Norton was third and Goss fourth.

Boys team results were not available.

DIAMOND PEAK

From page 18

Also from Diamond Peak were Noah Cleary (34th, 27th), Tommy Corcoran (37th, 39th), Jeffrey Miller (46th, 43rd) and Sebastian Fouassier (49th, 48th).

"The athletes worked hard focusing on training for super G and making their skis fast over the past few weeks and it has paid off," said Diamond Peak Coach Mark Norton. "They all pointed down hill and took the risk they needed to. Job well done."

In other exciting news for Diamond Peak, Matthew Smallhouse and Julia Holm were invited to the Far West Performance Camp at Sugar Bowl from March 5-8. They will have the opportunity to ski with and learn from Olympians Tamara McKinney and Daron Rahlves.

MEMORANDUM

TO: Board of Trustees

THROUGH: Steven J. Pinkerton
General Manager

FROM: Brad Wilson
General Manager of Diamond Peak Ski Resort

Bradley A. Johnson, P.E.
Engineering Manager

SUBJECT: Sole Source Finding and Contract Award for the Purchase of Replacement Rental Shop Equipment – 2015/2016 Capital Improvement Project: Fund: Community Service; Division: Ski; Project # 3468RE1002; Vendor: Salomon

DATE: March 12, 2015

I. RECOMMENDATIONS

That the Board of Trustees:

1. Makes the following finding:

The District's purchase of replacement rental shop equipment from Salomon is exempt from competitive bidding for the following reasons:

- A. This purchase is for additions to and repairs and maintenance of equipment which may be more efficiently added to, repaired or maintained by a certain person; (NRS 332.115 section 1 (c)). The District maintains a fleet of 1,330 pairs of Salomon skis and the proposed contract will replace 680 of those pairs.
- B. The equipment proposed for purchase, by reason of the training of the personnel or of an inventory of replacement parts maintained by the local government, is compatible with existing equipment. (NRS 332.115 section 1 (d)). Salomon is the only ski binding system the District has in the rental shop which allows for consistent staff training and a consistent product going out to the customer.

2. Authorize a contract with Salomon totaling \$79,905 for the purchase of replacement rental shop ski/binding systems.
3. Authorize Staff to execute all purchase documents.

II. BACKGROUND

Diamond Peak maintains a fleet of 1,405 skis and bindings (ranging in size from 70cm to 188cm), 1,550 ski boots, 330 snowboards, and 400 snowboard boots in its rental shop. The rental shop equipment replacement purchases are part of a comprehensive program to maintain a functional and reliable rental fleet at Diamond Peak. This ongoing program replaces rental equipment on a four year cycle and is vital to ensuring a safe and enjoyable experience for the guests at Diamond Peak that utilize the rental shop.

Of the District's fleet of 1,405 skis and bindings, 1,330 are Salomon (the remaining 75 pairs in the inventory make up the demo fleet from a variety of manufacturers, however, the majority of the demo fleet utilizes Salomon's rental binding system). The District standardized on Salomon's product line due to the simplicity and reliability of its rental binding system. Doing so has allowed the District to have a single process by which a ski is set-up during a rental transaction. This simplifies staff training, reduces the risk of mistakes during set-up, and speeds the overall transaction time. Additionally, the Salomon rental skis and bindings come as a factory mounted system that requires no drilling and little assembly upon delivery. This reduces labor costs during the fleet transition and reduces risk of mistakes during assembly.

The proposed purchase will replace all the skis and bindings in the 70cm to 140cm range (a total of 680 pairs of skis). These skis were purchased in 2010 and, based on visual inspection and binding testing, have reached the end of their serviceable life.

III. BID RESULTS

The proposed purchase contract, in compliance with NRS 332.115, is a sole source purchase from Salomon and Staff did not seek competitive bids. Salomon is providing the District with a 25% discount off its standard rental equipment pricing and is waiving all shipping costs.

IV. FINANCIAL IMPACT AND BUDGET

The price of the proposed equipment purchase totals \$79,905. Though the contract is being authorized during the 2014/2015 budget, the actual transaction and expenditure will occur in October of the 2015/2016 budget year. Therefore, if the proposed contract is approved, \$79,905 will be included in the 2015/2016 Capital Improvement Project budget scheduled for Board approval in May 2015. The District places its order in the spring with the ski and snowboard manufacturers and takes delivery of the equipment in the fall in order to accommodate manufacturing lead time.

V. ALTERNATIVE

None. The equipment identified for replacement has reached the end of its serviceable life and, based on visual inspection and binding testing, cannot be relied upon to provide dependable service through next season. Failure to complete the proposed purchase puts the District at risk of increased equipment down time due to equipment failure, increased maintenance cost for purchase of replacement stock, or complete loss of equipment usage should replacement stock not be available from the manufacturer during the season.

VI. COMMENTS

The rental shop is a major revenue contributor to Diamond Peak's annual operating budget and maintaining the condition of the rental fleet is critical to that revenue stream. A reliable and well functioning rental fleet is also an important component of providing a great customer experience at Diamond Peak.

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.

MEMORANDUM

TO: Board of Trustees

FROM: Tim Callicrate
Vice Chairman, Board of Trustees

SUBJECT: IVGID Board of Trustees Strategic Plan and Organizational Chart prepared by CoralBridge Partners

DATE: March 16, 2015

I. RECOMMENDATION

Review and discussion for possible action to accept the attached IVGID Board of Trustees Strategic Plan and Organizational Chart prepared by CoralBridge Partners.

II. BACKGROUND

CoralBridge Partners facilitated Strategic Planning and Team Building sessions with the IVGID Board of Trustees on February 17, March 5. and March 6, 2015.

The objective was that the IVGID Board of Trustees wishes to develop a shared vision and mission and establish a strategic direction and plan of operations which emphasizes manageable and achievable goals.

III. PROCESS

CoralBridge has provided IVGID Board of Trustees with a summary of the Strategic Sessions held with the Board February 17 and March 5-6. The objective moving forward would be to create a Strategic Profile to include the following:

- A model that syncs strategy with operations and serves as a structural template for the planning process. (**CoralBridge**)
- Documentation of an agreed-upon Vision and Mission (**CoralBridge and Board**)
- Statement of the strategic competitive focus. Why is IVGID different and distinctive? (**CoralBridge and Board**)

- **Strategic Anchors**...sustaining themes that surfaced throughout the process which provide long term direction (**CoralBridge, Board and Senior Management**)
- Scope of the Venues- critical issues in each location (**CoralBridge and Board**)
- What financial resources will be required to achieve the strategy? (**Management and Board**)
- What are the Human Resources issues and optimal organizational structure needed to achieve goals? (**CoralBridge, Board and Management**)
- A process to help Board and Management teams work more cohesively and improve the quality of meetings. (**CoralBridge**)

IVGID:**Facilitation of Strategic Planning and Team Building Sessions**

February 17, 2015: 2:00 p.m.-10:00 pm.

March 5, 2015: 1:00 p.m- 5:00 p.m.

March 6, 2015: 1:00 p.m- 4:00 pm.

Overview

The Incline Village General Improvement District (IVGID) was created by Washoe County under Nevada State law effective in 1961. It is a quasi-public agency chartered to provide water, sewer, trash and recreation services for the communities of Incline Village and Crystal Bay Nevada. IVGID is governed by a five-person elected Board of Trustees which, acting on behalf of the electorate, sets policy and determines strategies for accomplishing its charter. The District has a seven person senior staff that manages day to day operations.

Objectives

The IVGID Board of Trustees wishes to develop a shared vision and mission and establish a strategic direction and plan of operations which emphasizes manageable and achievable goals. This plan will take effect with the Fiscal 2016 year beginning on July 1, 2015. The 2016 budget must be adopted by May and so the planning must be completed during the prior 90 day period beginning in February. Historically, the Board has taken a "hands on approach heavily focused on the bottom line. As it looks forward, the Board seeks to strike the proper balance between fiscal responsibility and its desire to enhance customer service. IVGID's business includes Public Works and Recreation Sites. This plan focuses exclusively on Recreation Sites.

Additionally, the Board and senior staff want to work more effectively together and build a high performance team. Several of the Board members are relatively new and this will be an opportunity to strengthen working relationships and utilize some practical tools to improve the quality of team interactions.

The primary objective of the Strategy Formulation Project is to achieve commitment from the Board and Senior Management on the strategic direction that will drive IVGID over a three year timeframe. During the last several election cycles, there has been significant Board turnover. The planning process should create a sustained strategy that can extend beyond the next election and provide an operational foundation for new Board members. With IVGID's culture, values, venues and

capabilities, how should it deliver the right services to the right people at the right time with a “customer first” mentality?

No one knows IVGID’s business better than the Board and the Management Team. Sometimes, in strategic discussions, operational issues interfere and true strategy is lost. This is understandable because without excellent operations, strategy is doomed to fail. This process did not dictate your strategy but rather lead the effort to help those participating maintain focus and reach commitment on the strategic decisions that need to be made. Once the strategic direction has been established for each venue, management is responsible to develop the operational tactics and action steps to implement the plan.

The primary outcome of this project will be a Strategic Profile including the following:

- A model that syncs strategy with operations and serves as a structural template for the planning process. (**CoralBridge**)
- Documentation of an agreed-upon Vision and Mission (**CoralBridge and Board**)
- Statement of the strategic competitive focus. Why is IVGID different and distinctive? (**CoralBridge and Board**)
- **Strategic Anchors**...sustaining themes that surfaced throughout the process which provide long term direction (**Coral Bridge, Board and Senior Management**)
- Scope of the Venues- critical issues in each location (**CoralBridge and Board**)
- What financial resources will be required to achieve the strategy? (**Management and Board**)
- What are the Human Resources issues and optimal organizational structure needed to achieve your goals? (**CoralBridge, Board and Management**)
- A process to help your Board and Management teams work more cohesively and improve the quality of your meetings. (**CoralBridge**)

Approach

CoralBridge facilitated a two-day workshop with bifurcated content as follows:

Pre-Work

Prior to the sessions, CoralBridge conducted interviews with Board Chairman Jim Smith, Vice Chairman Tim Callicrate, and Trustees Bill Devine, Kendra Wong and Jim Hammerel as well as with the IVGID General Manager, Steve Pinkerton; The Director

of Public Works, Joe Pomroy and the Director of Finance, Gerry Eick. The purpose of these interviews was to familiarize the Board and Staff with the project and learn more about their views on the strategic issues that need to be addressed. We solicited perceptions about basic beliefs, values, strengths, opportunities and vulnerabilities. We also became familiar with additional information providing insights into past and present emphasis, processes, culture and goals. Finally, we received a tour of nineteen IVGID venues to provide a better understanding of the challenges and opportunities associated with IVGID's assets. This advance preparation allowed CoralBridge to familiarize itself with IVGID so that we could more effectively create a framework with which to develop an actionable strategic plan.

Information gained from the interviews revealed the following regarding the strengths of the organization as well as challenges and opportunities:

IVGID STRENGTHS...Overall

- Public Works well run. High level of customer service and engagement in this department
- Financial condition
- Passion and care for the community
- Diverse community, but also divided
- Experienced and dedicated staff
- Community residents as a resource ("Brain Trust")...but not leveraged
- Responsiveness

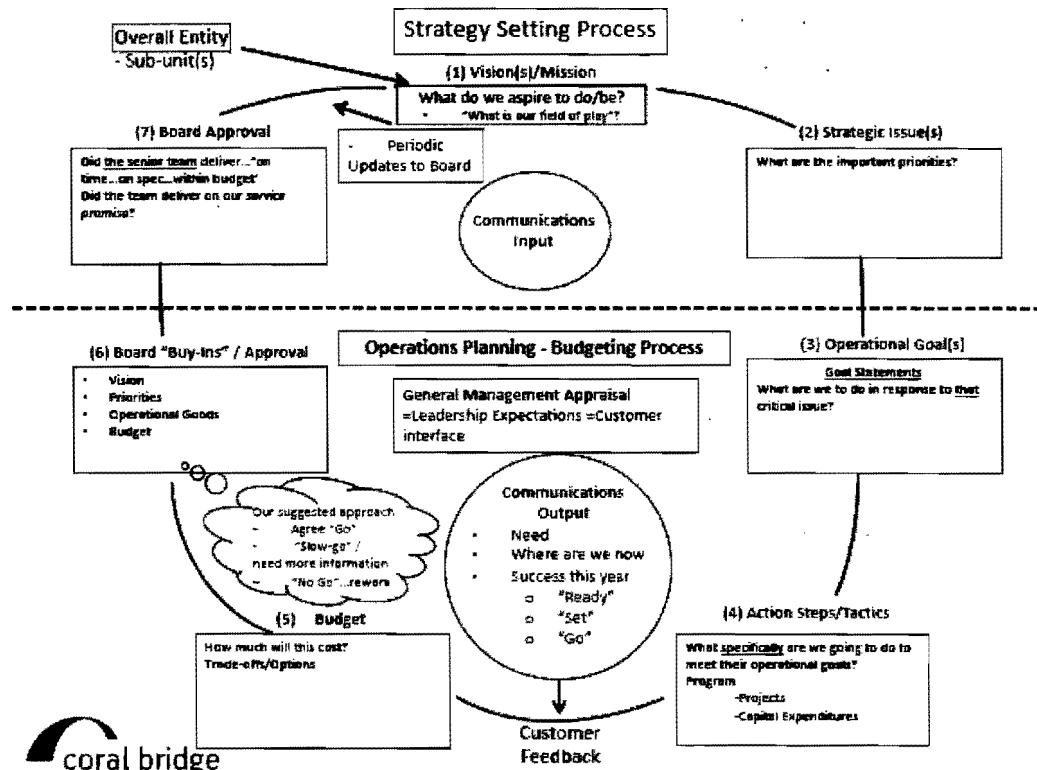
IVGID CHALLENGES...Overall

- Transparency- Communication with the public. Present state and future
- Trust between Board and Staff
- Simplified reporting so that Board and community can understand financial results.
- Striking the proper balance between governance and management
- Community trust
- Communication of clear priorities and expectations to staff
- Need to reach out to community resources ("Brain Trust" is there, just not leveraged)
- Inadequate documentation/communications in Board preparation packages.
- Accountability
- Tracking/status updating. What has been accomplished? What is in process?
- Reactive culture

- Constituent Contact Response system is needed
- Recreation Exempt employees are not treated fairly

CoralBridge facilitated meetings on February 17th, March 5th and March 6th, 2015. The first two meetings focused exclusively on the development of a strategic framework and included the five members of the Board of Trustees as well as General Manager Steve Pinkerton and Director of Finance, Gerry Eick. The third session was a team building workshop attended by the Board and the entire management team.

The first workshop introduced a strategic planning model focused on critical issues which lead to the establishment of goals and action steps to develop a three year strategic direction. The major responsibility of a governing Board was to identify the critical issues and translate the organization's mission into tangible goals to address them. Often, small boards struggle to achieve the proper balance between management and governance. Thus, we worked together with the senior staff and Board to understand and achieve this delicate balance. CoralBridge utilized a Circular Model to depict the strategic planning process and delineate the strategic activities for which the Board is responsible and the operational activities for which management is responsible. This model is presented below.



In order to provide context for the session, Steve Pinkerton summarized the characteristics of the District highlighting demographics of residents and visitors. We emphasized the differing roles of Management and the Board. The Board is responsible for establishing the Vision and Mission, essentially the strategic direction of the organization. This includes high level strategic/operational priorities and goals and the allocation of resources. Management is responsible for the execution of the plan through the establishment of action steps and tactics with a proposed budget. Although there are at least nineteen venues which we had toured, the seven most important were identified with regard to planning:

- Beaches (Incline, Ski, Burnt Cedar)
- Recreation Center
- Golf Courses (Mountain, Championship)
- Village Green
- Skate Park
- High School Fields
- Diamond Peak

The Board developed draft Vision and Mission Statements which are presented as part of the strategic framework. Vision was defined as what you aspire to be and Mission outlines your "Field of Play"- what business you're in. These need to be finalized before the plan is published. Several themes surfaced throughout the process.

1. Create a customer centric organization which strives for excellence
2. Emphasize an exceptional service level across all businesses including Public Works and Recreational Venues
3. Transfer customer service mentality to all interactions including those with community members, employees, government officials and private partners.
4. Consistently take a fiscally-prudent approach to IVGID's handling of public funds.

While the spectacular natural venues make IVGID unique, its true distinctive advantage must be a passion for customer service delivered through engaged and committed staff members. Simply put, IVGID is in the business of providing exemplary customer experiences in both Public Works and Recreation. Thus, engaged employees with a customer centric focus are paramount to IVGID's success. "The best organizations don't create customers, they create fans".

A process was introduced for the Board to answer questions about IVGID's past results and assess issues critical to its customers. This process started with an evaluation of the present state of each venue across three categories- Physical Resources, Service Delivery and Community Perception. Each category was rated on a scale of 1-10 with 10 being the best. Critical issues and the most important priorities for each venue were listed. This was followed by the development of goal statements in response to the critical issues. With the completion of these goal statements by venue, the Management Team must now establish action steps/tactics to execute the plan.

The Strategic Plan focuses on five critical questions that all organizations must ask. These questions were developed by Peter Drucker, a noted consultant, author and leader in management education. He has been described as the founder of modern business management and is perhaps best known for inventing the concept known as management by objectives. These five questions include:

- What is our Vision and Mission?
- What Services do we provide?
- Who are our Customers and what do they value?
- What have been our Results?
- What's our Go-Forward Plan

Additionally, CoralBridge highlighted five elements of an effective plan.

- **Abandonment-** Consider eliminating products or services which don't work or have outlived their usefulness. If we weren't committed today, would we invest in this?
- **Concentration-** Build upon or strengthen what already works well
- **Innovation-** What are tomorrow's successes based on emerging issues, changing demographics or new conditions
- **Risk-taking-** Some risks you can afford to take because they are easily reversible. Others have greater risk but you can't afford not to take them. You must balance the short range with the long and there is no formula. These decisions are entrepreneurial and uncertain but essential.
- **Analysis-** What don't we know and need more information to decide?

The final workshop on March 6th was a half day teambuilding based on the Five Dysfunctions of a Team model developed by Patrick Lencioni. To perform well, teams must overcome five potential dysfunctions: Absence of Trust; Fear of Conflict; Lack of Commitment; Avoidance of Accountability and Inattention to Results. Due to time constraints, the workshop emphasized the first three dysfunctions- Lack of Trust,

Fear of Conflict and Lack of Commitment. The primary objective of the team building was to understand these dysfunctions and build a bridge between the Board and Management in order for them to work more effectively on behalf of the community.

Absence of Trust - Members of great teams trust one another on a fundamental, emotional level and they are comfortable being vulnerable with each other about their weaknesses, mistakes, fears and behaviors. They get to a point where they can be completely open with one another without filters.

Teams that trust one another have no **Fear of Conflict**. They can engage in passionate dialogue around issues and decisions that are critical to the organization's success. They do not hesitate to disagree with, challenge and question one another, all in the spirit of finding the best answers.

Teams that engage in unfiltered conflict achieve **Commitment** rather than just consensus. They are able to achieve buy-in around important decisions even when some members of the team initially disagree. All opinions and ideas are put on the table and considered. Once a decision is made, team members accept it and advocate for it.

Teams that commit to decisions and standards of performance are not subject to **Avoidance of Accountability**. They hold one another accountable for adhering to those decisions and standards. More importantly, they don't rely on the team leader as the primary source of accountability- they go directly to their peers.

Teams that trust one another, engage in constructive conflict, commit to decisions and hold one another accountable will **Produce Better Results**. They will set aside their individual needs and agendas and focus almost exclusively on what's best for the team and the community.

Strategic Framework

Vision

IVGID will help make Incline Village/Crystal Bay the premier destination in the United States for residents, and visitors seeking exceptional recreational opportunities. As a result, they will develop a reputation as the "best" place to live, work and play. **(Final approval required)**

Mission

As a fiscally-committed and trusted steward of our assets, IVGID delivers exemplary customer experiences and provides the highest level of water, sewer and solid waste management services. IVGID also maintains extraordinary public recreational opportunities for our residents and stakeholders. **(Final approval required)**

Strategic Anchors: Throughout the process four (4) general themes or principles surfaced and bear noting. Those themes...which we refer to as 'anchors' are provided below. They are directional in nature and transcend the operational aspects of the plan that is documented through the venue assessment and direction.

Create a Customer-Centric Culture -Level of Service: *striving for a simple standard*:

...creating and providing conditions and services so that the customers (internal and external) have **positive lasting memories** of the IVGID service and how they were treated. That is our standard...when they leave, this is our goal...this in turn, effects how they think, feel and act and describe to their friends the service level they received...a great memorable experience.

Safety and Integrity in all we do.

We set high standards for IVGID in general, the Board and Management

- We are intolerant of mediocrity
- We accept personal accountability
- We make candid assessments of our performance

Continuous Improvement is our path to success

- We embrace change;
- Continuous improvement is everyone's job

People are at the epicenter of what we can accomplish:

People make the difference

- We attract and retain only the best
- We make great people greater.

Communications is essential to our success:

We communicate clearly and often

- We *always* start with the assumption of **good intentions** on the part of others
- Plain and simple language
- Candid, concise and transparent

- If someone does not understand, ask

Everyone has an open door

- Anytime, anyone, anywhere
- Questions lead to important realizations about IVGID

Outcome measures are essential:

Information about the outcomes of IVGID services are measured...distilled in a simple, user-friendly format; ...a critical part of the Decision Support System required by BOT and Management and transparent to the community... a critical component to continuous improvement and strategic business planning.

Performance Measures

- We will utilize **industry best practices and benchmarks** to establish key performance indicators, informed service levels, and measure results.
- We will utilize, communicate, and measure the **key performance indicators** to establish operating budgets and manage venue operations toward desired outcomes.
- We will utilize **on-going operational measurement** against those key performance indicators to pursue continuous improvement, informed operational changes, and direct capital expenditures.
- We will be aware of changes in industry standards, trends, and technologies to ensure operations remain best in class.

Financial Measures

- **Customer Profitability**...a measure of how much profit a customer (or group of customers) are making at the District profit centered venues
- **Customer Cost**... a measure of the cost per customer (or group of customers) of District venues
- **Resident Benefits**... a measure of the price break or operational subsidy a resident customer receives at a District venue
- **Customer Equity**... a measure of balancing costs and revenues across customer types
- **Sustainable Infrastructure**... a measure of the investment made by the District to maintain, improve, or replace physical assets
- **Operational Effectiveness**... a measure of how the priority or allocation of public funds relates to community service objectives as intended and as executed

Customer Measures

- **Customer Type**... a measure of the customer type (resident, guest, or visitor), their profile, and service expectations
- **Customer Utilization**... a measure of the customer mix (by customer type) and utilization rate
- **Customer Retention**... a measure of loyalty, or how successful we are at retaining our residents or visitors at District venues
- **Net Promoter Score**... a measure of how likely a customer is to recommend IVGID (specific venue or general interaction) to their friends
- **Relative Market Share**... a measure of IVGID's share of the visitor market relative to our competitors

Venues examined in the sessions:

1. Beaches
 - a. *Incline*
 - b. *Ski*
 - c. *Burnt Cedar*
2. Recreation Center
3. Golf Courses
 - a. *Mountain*
 - b. *Championship*
4. Village Green
5. Skate Park
6. High School Fields
7. Diamond Peak

Beaches:**I-A Incline Beach*****Critical Issues***

What are the most important priorities?

First and foremost, IVGID beaches and accompanying facilities must be well-manicured, exceptionally clean and safe. There is some concern in the community that beaches are overcrowded on holidays and weekends. Our physical buildings should be aesthetically pleasing and highly functional so that IVGID can deliver the right services and products at the right place and the right time to delight our customers. Some facilities are well past their useful lives without winterized restrooms and sufficient food and beverage to meet customer demand.

Operational Goal Statements

What will we do in response to the critical issues?

- Cleanliness will be the top priority at all our beaches
- IVGID will consistently provide a highly functional and aesthetically pleasing physical location to deliver our services to our customers
- A recommendation will be developed for the product mix in the snack bar (considering addition of convenience items useful to beach enthusiasts)
- IVGID will institute a “safety first” culture at all beach locations.

Action Steps/Tactics

What will we do specifically to meet the above operational goals?

- *Programs*
- *Projects*
- *Capital Expenditures*
- *Communication to Constituents*

Note: These Action Steps/Tactics should be developed by management and staff to address the critical issues for each venue. Each step should include a timeframe over the next 3 years and a specific person who is accountable for the deliverable. Below are some examples of possible action steps for Incline Beach.

- Increase the frequency with which bathrooms are cleaned to once per hour
- Post a written checklist on the wall of the bathroom requiring the initials of the staff member and time of cleaning
- Establish a short on line survey to measure bathroom cleanliness targeting an average score of not less than 9 on a 10 point scale
- Rake beach locations X times per week to ensure that the sand is smooth and clean
- Conduct safety training including CPR for all beach staff.
- Establish a goal of 0 accidents during busy summer season
- Complete architectural renderings, budget and construction plan for a new or remodeled snack bar.
- Barbecue areas for all beaches to be upgraded; plan to be developed and implemented
- Complete construction and open new food and beverage services facility.
- Develop location for live music and entertainment.

- Survey customers about optimal product mix in snack bar and adjust SKUs accordingly.
- Evaluate feasibility of additional shuttle buses to ease parking congestion

I-B Ski Beach

Critical Issues

What are the most important priorities?

First and foremost, IVGID beaches and accompanying facilities must be well-manicured, exceptionally clean and safe. There is particular concern at Ski Beach about the safety of the boat ramp which lacks a breakwater and is in need of repair. Additionally, IVGID desires to create an easier process for customers to launch their boats. IVGID needs to consider alternative solutions for Kayak storage as there is limited space and increased demand with over 100 people on a waiting list. Finally, there is a safety risk from ice that accumulates near the Gatehouse Parking.

Operational Goal Statements

What will we do in response to the critical issues?

- Develop a recommendation that will consider outsourcing the boat launch process and charging a fee to those customers who want assistance;
- Barbecue areas for all beaches to be upgraded; plan to be developed and implemented
- Improve the condition of the parking lot to minimize the ice build-up during the winter;
- Improve maintenance of volleyball and bocce ball courts;
- Improve signage in and around Ski Beach;
- Develop a plan for improved automobile access; that will include limiting automobile access during off hours and off season
- Develop new storage options for kayaks including costs and trade-offs.

Action Steps/Tactic

What will we do specifically to meet the above operational goals?

Note: Action steps/tactics must be developed by management.

I-C Burnt Cedar Beach

Critical Issues

What are the most important priorities?

First and foremost, IVGID beaches and accompanying facilities must be well-manicured, exceptionally clean and safe. There is some concern in the community that beaches are overcrowded on holidays and weekends. Our physical building and pool should be aesthetically pleasing and highly functional so that IVGID can deliver the right services and products at the right place and the right time to delight our customers.

Operational Goal Statements

What will we do in response to the critical issues?

- Significant upgrade to the aesthetics and functionality of the building on the east shore of Burnt Cedar will be planned for and implemented;
- Evaluate options and cost/benefit analysis to upgrade the outdoor pool to increase utilization;
- Barbecue areas for all beaches to be upgraded; plan to be developed and implemented.

Action Steps/Tactics

What will we do specifically to meet the above operational goals? (to be developed by Management)

2. Recreation Center

The Recreation Center is a focal point of the community. At some point, every resident visits this location even if it's only to pick up their recreation card. There are numerous issues and a number of plans have been submitted over a period of years. Rather than move forward with limited information from constituents, the Board determined that it must solicit community input before planning for this important venue. The needs identified will drive the next steps.

3. Mountain Golf Course

Critical Issues

What are the most important priorities?

- Identify the target market for this golf course in order to increase the number of rounds played.

- As contrasted with the Championship Course, the Mountain Course should be more forgiving to beginner or novice golfers. Yet the course is designed for target golf meaning that players are rewarded for accuracy.
- Determine the right price point for residents and visitors which not only stimulates demand but also maximizes revenues.
- Consider minor design changes to make the course more forgiving. (Softer greens, manicured underbrush).
- Provide a practice area
- The clubhouse is in need of renovation and the overall facility is dated. It is not ADA compliant
- Food and beverage service is cumbersome and the hours of operation do not service late afternoon or early evening golfers.
- The course is not marketed effectively. Signage and visibility of the property could be improved
- Financial information needs to be more transparent to effectively manage the business. In particular, food and beverage revenues should be separated from greens fees and clothing/equipment from the pro shop.

Operational Goal Statements

What will we do in response to the critical issues?

Strategic direction of this venue needs to be developed; issues that must be considered in the path forward:

- Determine the target market for this golf course in order to increase the number of rounds played;
- The right price point for *residents* and *visitors* must be included;
- Develop a Marketing Plan.
- Identify design changes that are needed to attract more of the target market;

An Operational plan needs to be developed to improve the, 'user-friendliness, and amenities to attract our target market for this course:

- Consider minor design changes to make the course more forgiving. (Softer, more consistent greens, manicured underbrush); signage and visibility;
- Upgrades to consider; a practice area, an ADA compliant, updated clubhouse
- Food and beverage service upgraded and hours of operation adjustments (if appropriate)

Metrics and financial information needs to be more transparent to effectively manage the business.

4. Championship Golf Course

Critical Issues

What are the most important priorities?

- The building design of the Chateau is not functional. For catering, the kitchen is not readily accessible to the meeting rooms.
- The pro shop is not well laid out.
- There is a leak which causes water in the basement.
- Lack of coordination between golf and catering. Need one-stop shopping for customers seeking both services.
- Course conditions could be more consistent. The greens are inconsistent and sometimes are too fast. Drainage could be improved.
- How can we maximize revenues in the food and grill?
- Should food service be outsourced through a public/private partnership?
- Should the grill be open in the off season?
- The course has been utilized as a venue for weddings yet there is no privacy for an outdoor ceremony or pictures.
- Marketing and signage is lacking. There could be confusion about whether the course is public or private based on its location on Country Club Road.

Operational Goal Statements

What will we do in response to the critical issues?

Study conducted and recommendations made to make the course and Chateau more customer-centric, interim fixes and a long term plan to assure better usage; addressing issues such as:

Chateau:

- **Overall usability:** Determine if there are options for a better flow of traffic; and initial impression as you enter the facility;
- **Meetings being held:**
 - Food service and Grill: Address how to accelerate usage and increase revenue; options—food upgraded in-house or outsourcing;
 - Come forward with a recommendation as to having weddings on the grounds; if still a 'go', the recommendation has to include how to substantially improve the experience with regard to the privacy and atmosphere for our customers;
 - Yield rates on pricing should be analyzed, particularly regarding community members

- The organizational responsibilities need to be consolidated so that the Senior Head Golf Professional is responsible for the Chateau business including meetings, catering and other food and beverage services.

Bring the course, pro-shop configuration and overall course condition up to our standards.

5. Village Green

The Village Green was originally designed as a general recreation space for the community. Utilization was designed for athletics, picnics, concerts, theater in the park etc. However, the space has been utilized as a permanent, year-round dog park for approximately 15 years.

Critical Issues

What are the most important questions and priorities?

- Conflicting user needs
- No seating
- Pathways- traffic patterns
- Drainage- Property sits between 3rd Creek and Incline Creek
- Use of Aspen Grove Building

Dog owners are a vocal and passionate segment of the community. We recommend that you have a community meeting targeted to dog owners to solicit their input about an alternative location for a dog park.

Operational Goal Statements ...What will we do in response to the critical issues?

Develop an overall strategy with the Village Green:

- Solicit input from the users of our Village Green—distill those findings; then based upon BOT decision;
 - A. Develop an interim plan to alleviate the issues in the use as a Dog Park; then
 - B. Develop an overall strategic direction and operational plan that accommodates the disparate needs and desires of those that use the existing park; this must include looking at alternative sites for some customers; or a reconfiguration of the existing park; and
 - C. Implement the Plan.

6. Skate Park

Critical Issues

What are the most important questions and priorities?

- This venue is designed for a younger demographic. This population doesn't really use the other venues.
- Three phases were planned and only one was completed. Is there an unwritten commitment to finish the project as originally planned?
- What are funding options if you build out the park? 401B; Public/Private Partnership.
- Have interests of the kids changed? Is skating still "a big deal"?
- Is there sufficient demand? Other skate parks (Truckee) always seem to be crowded. People come from Reno to use the facility.
- Are there alternative uses for the site, e.g. a mountain bike pump track which is a popular activity?

Operational Goal Statements

What will we do in response to the critical issues?

Collect information: To ascertain if the existing skate park and the two additional phases that were planned, (but not built) would serve the needs of the younger demographic and if so, is this a prudent investment?

Develop and implement a plan -Options

- Invest, determining at what level...if a need and BOT approval; or
- Develop alternative use(s) for the site.

7. High School Fields

Critical Issues

What are the most important questions and priorities?

- The HS Fields accommodate overflow to provide additional locations for soccer, baseball and softball.
- What's the cost benefit analysis to install and maintain artificial turf on all fields? This would allow for year round use.
- Is there a partnership opportunity with Sierra Nevada College? Could they provide funding in return for rights to use the fields?

- The HS fields need to meet the needs of families. School enrollment is down. Could improving the conditions of the fields help to enhance school amenities?
- Should IVGID serve as the middleman between school and private funding?

Operational Goal Statements

What will we do in response to the critical issues?

Develop an overall plan for the High School fields: Consider existing usage patterns and those that use, or could potentially use the Fields;

Immediately, explore IVGID serving as the middleman between school, higher education (Sierra Nevada College) and private funding; produce an executive summary with options and tradeoffs-- present to BOT.

8. Diamond Peak

A Master Plan has been developed for Diamond Peak which addresses longer term strategic issues. Thus, the critical issues identified focus on short term priorities.

Critical Issues

What are the most important questions and priorities?

- Parking and safety are serious issues. There is significant pedestrian traffic on the roadway as customers park at the bottom of the hill and walk up to the resort.
- Staffing on the shuttle does not allow for the driver to safely look behind to insure passengers are safe
- There is limited space for lunch at the Main Lodge
- Customer flow and logistics are deficient. It takes up to an hour of extra time before a customer gets from their car to the slopes. Lockers, rentals, retail and all food and beverage are in the upper building.
- There is no food or beverage at the bottom of the hill where parents and children congregate for ski lessons.
- Could there be a valet service in which customers have their cars parked, purchase lift tickets immediately and get on the slopes more quickly? Charge extra for this "Gold Star" service. Could IVGID use this service for a ski early before work promotion?
- Can IVGID utilize Snowflake more effectively by providing food and beverage in the off season?

- IVGID provides food and beverage at the Lodge but outsources it at Snowflake? This should be one or the other.
- Hours of Operation. Food service closes too early.
- Need to break out the financials to better identify source of revenues.
- Could Snowflake be utilized for a District-wide Open House for residents?

Operational Goal Statements

What will we do in response to the short term critical issues?

Note: A study of Diamond Peak is now being conducted; to that end...the following points by the BOT should be submitted to the committee as input.

- **Examine the feasibility of 'Gold Star'/Valet service for our skiers and make a recommendation:** This stepped up service would makes it exponentially easier for families and skiers to access, move through the various steps to obtain all of the required gear, passes so as to get on their preferred slope at the earliest time, have a pleasant and relaxing place to eat...and leave with *great memories of Diamond Peak and plans to return.*
- **Overall assess/take a fresh look at the food and beverage services at Diamond Peak;** —Develop a master plan for food and beverage:
- **Substantially rework the financial and usage information for Management and BOT:** In order to make prudent long term decisions as to investment and operational usage, the financial and operational information must be improved.

Possible Capital Expenditures

A partial list was started (see below) at the first meeting primarily related to the Beaches. **(This list needs to be fully developed by management for all venues.)**

- Reconstruction/remodeling of Incline Beach Snack Bar
- Reconstruction/Remodeling of building on East Shore of Burnt Cedar
- Pool upgrades at Burnt Cedar (Heating)
- Fitness Equipment at Recreation Center

Strategic Imperatives and Recommendations

We believe there are two overarching challenges which will impact IVGID's ability to execute a strategic plan if they are not addressed.

- Lack of Trust between the Board of Trustees and the Management Team. This culture was fostered by the previous General Manager and has been exacerbated by poor communication and frequent Board turnover over the last several years. Trust is the foundation for effective teamwork. While the Board is charged with establishing a strategic direction, it is management's responsibility to execute the plan. The Board and Management must work in tandem to deliver results. Otherwise, the plan will be static; an attractive binder that sits on a shelf- CoralBridge refers to this as Credenza-Ware.
- Poor Communication between Board and Management and IVGID and the Community. This challenge is compounded by Nevada's Open Meeting Laws which are the most restrictive in the country and heavily regulated. Additionally, members of the community are outspoken and opinionated and opinions vary. Everyone is passionate about the health and well being of the community but constituents differ on what needs to be done. Thus, by pleasing one group of people, IVGID alienates another. The Board and Staff may at times be more reactive than proactive with communication. You cannot please everyone all of the time.

With these factors in mind and based on other observations, we recommend the following:

1. **Improve inbound and outbound lines of communication between IVGID and the community.**
 - Utilize a third party neutral to facilitate community meetings. This would include meetings to solicit input about venues and services and also meetings to communicate progress on the strategic plan.
 - Given the polarizing political environment and the high expectations for service and seamless communications, consider an outsourced Ombudsman role to provide employees and the community an additional vehicle to facilitate communication.
 - The General Manager is ultimately accountable for communication. A CRM system is being purchased and that is a prudent decision. However, The GM and Board must improve lines of communication. Additionally, the day to

day operations of the project 'communications system' need to be staffed by a highly credible individual with a project mentality, willing to cross organizational boundaries and maintain the information for a consolidated picture of the present status of the numerous initiatives that will be undertaken. We recommend that an **Issues Log** be maintained. This log highlights emerging issues and will be one stop shopping if an inquiry is made by a Board or community member. This should eliminate redundant communications. This person should work in conjunction with the Public Information Officer to disseminate information about programs and projects in the District. Sometimes, plans fall short not because of poor execution but rather due to ineffective communication. The aforementioned individual will serve as an "air traffic controller," utilizing a project management mentality and maintaining the Issues Log.

2. Leverage the vast talent and resources in the community

- Capitalize on community talent and resources. Many Incline Village and Crystal Bay residents are very successful professionals in a variety of disciplines. Solicit their input and assistance with major projects.
 - Develop a process for potential offers of assistance; assure that those individuals are treated with the same courtesy as we do with our customers.
 - With regard to relationships with vendors and contractors, insure that local providers are given first consideration and selected if they meet the RFP requirements.
 - Consider public/private partnerships particularly as they pertain to funding capital improvements. This could be naming rights, endowments, charitable contributions, gifts, or a connection to a foundation such as the Incline Tahoe Foundation. It will be critical to rebuild trust and establish positive working relationships with influential members of the community.
- 3. Invest in the staff of IVGID.** The Board voiced their support for a number of activities to assist in the development of IVGID talent.
- Conduct an **Organizational Talent Audit** to insure that the "right people are in the right seats on the bus" and identify high potentials for increasingly responsible roles.
 - Develop a **Succession Planning and Career Development Process** for the staff and management

4. Accelerate IVGID's ability to execute moving from a task/activity-based organization to an outcome/results-based organization

- Insure that job descriptions accurately reflect the **deliverables** for the position, **constituent value expectation** and the skills and competencies required for success.
- Develop **performance appraisal documents** which reflect the customer-centric culture. Establish expectations for those in customer-facing positions as well as for those in management and leadership roles. Did the senior leadership team deliver results on time and within specifications and budget? Did the leadership team build for the future and deliver on our customer promise?

5. Restructure* the organization to focus and accelerate the change efforts.

- Change reporting structure to the General Manager: Add a position for **Director of Venue Operations**. In the rework and enhancements of the venues, this function will be the primary driver of most of the change in the organization. All Venue Managers would report directly to Venue Operations and the information regarding progress and issues would be part of the focus of this role; this position could serve as one of several "feeders" for high potential future GM candidates.
- Add a position as **Director of Capital Improvements & Assistant General Manager**. This position would be responsible for capital improvements in both Public Works and the Venues and the Engineering function would move underneath it. This role would also serve as the backup to the General Manager.
- In order to emphasize a "Safety First" culture, change the reporting relationship of the Safety Manager from the Director of Finance to the General Manager.
- Move the Marketing Manager from Diamond Peak to a staff direct report of the General Manager with overall responsibility for marketing and branding of IVGID.
- Move the IT Manager from Finance to a direct report of the General Manager
- Hire a Communications Manager who would also serve as the Public Information Officer.
- The newly created Director of Venue Operations position would be one of two line positions reporting in to the General Manager, the other being **Director of Public Works**. The staff functions reporting to the GM would include: **Director of Capital Improvements**; **Director of Finance**;

Director of Human Resources, Safety Manager, IT Manager, Marketing Manager and Communications Manager.

- Hire a part time contract administrative assistant, reporting to the Chairman of the Board, working exclusively to support Board activity. Additionally, assign a staff member from Finance as a communications liaison to the Board specifically for Decision Support information.
- Continue to drive accountability at all levels of the organization. Insure that your performance management and compensation systems reflect your customer centric focus and support the culture you are trying to create.
- Announce your intention to include a 360 degree appraisal process for the management team beginning in 2016.
- Eliminate 'Recreation Exempt' status for part time employees as it is misaligned with the strategic anchor '**People Make the Difference**'.

* See Exhibit 1- Attached organization chart- for a macro view of the proposed organization structure.

6. Outsource food and beverage.

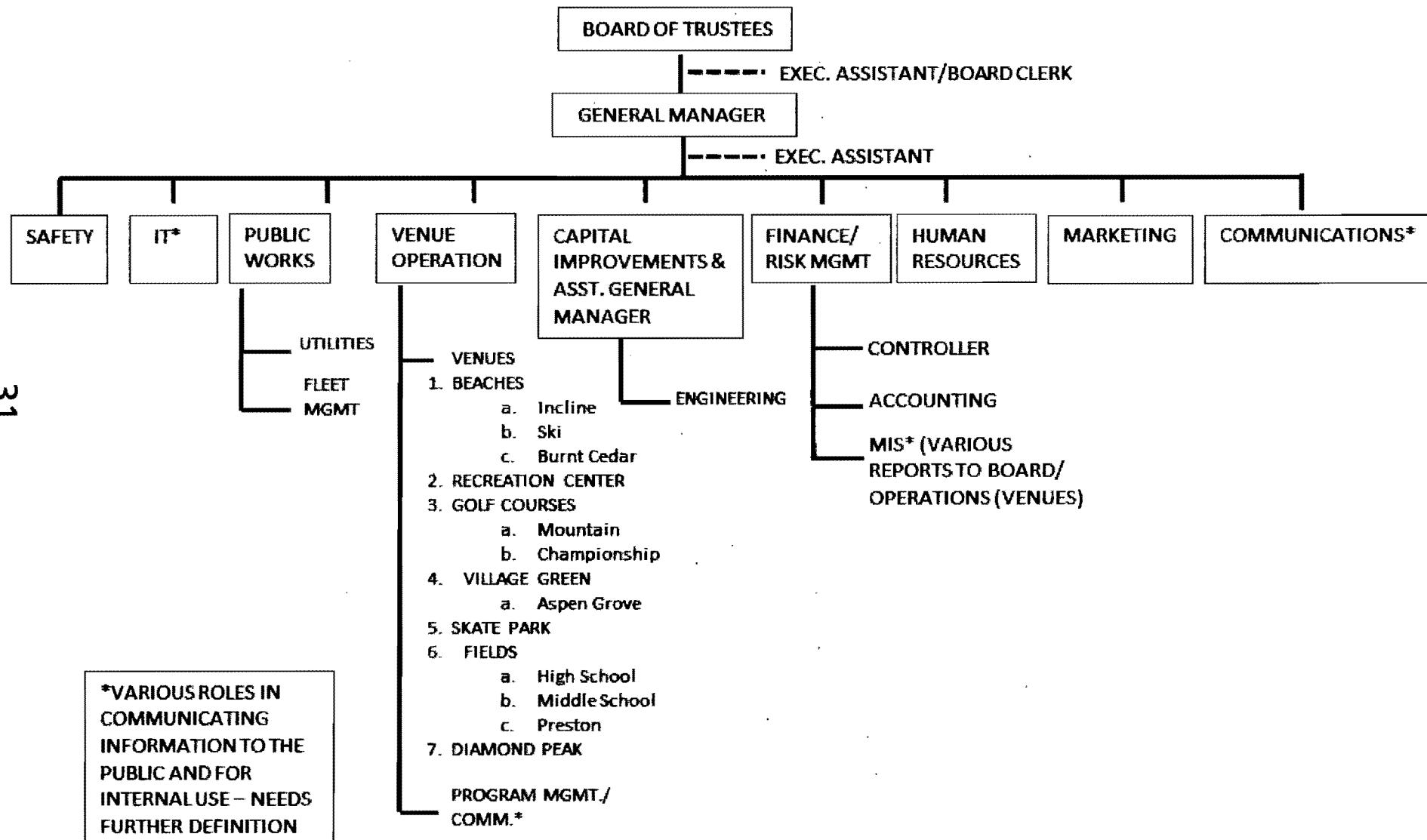
- Delivery of food and beverage services is inconsistent. Golf is in house, Beaches are outsourced and Ski is split. Local restaurants or catering companies are better equipped to provide these services at a profit. Private companies that focus on food service do it well--some vendors have a solid track record of high quality food and profitability for IVGID. For example, Incline Spirits and Brimms Catering have produced exceptional F&B services with a strong ROI that the community has supported. Why does IVGID compete with local restaurants? It is prohibited from marketing or advertising its F&B services which hinders performance. IVGID should not compete with local restaurants. This activity is in some ways a distraction from your primary mission.

7. Check up on Progress

- Conduct a one day strategic retreat four to six months after launch of the strategic direction to ascertain if IVGID is making progress. What is going right and where have we fallen short? How can we assure that we move forward without any glitches in the next period?



EXHIBIT 1



MEMORANDUM

TO: Board of Trustees

THROUGH: Steven J. Pinkerton
General Manager

FROM: Joseph J. Pomroy, P.E.
Director of Public Works

SUBJECT: One Year Funding Authorization for Federal Legislative Advocate Services with Marcus G. Faust, P.C.

DATE: March 13, 2015

I. RECOMMENDATION

That the Board of Trustees makes a motion to authorize an expenditure in the amount of \$57,000 for Federal Legislative Advocate Services with Marcus G. Faust P.C., from April 1, 2015 through March 31, 2016.

II. BACKGROUND

Mr. Faust has provided Federal Legislative Advocate Services for the District for over 11 years. The primary purpose of the services is to secure funding for the District's Effluent Export Project and Watermain and Fire Flow Enhancement Improvement projects.

The District's efforts with Mr. Faust have led to receiving \$15.5 million dollars through the Water Resources Development Act Section 595 Program for the Effluent Export Project. The District has also received \$6 million from the Lake Tahoe Restoration Act Section 108 Program for funding Environmental Restoration Projects that was matched with \$2 million of State of Nevada Funding for Mill, Incline and Third Creeks Restoration Projects. Mr. Faust has also worked with the Lobbyists from South Lake Tahoe PUD (STPUD) in obtaining water infrastructure funding to improve Lake Tahoe Public Water Systems for fire fighting in our wildland urban interface. The District has received over \$3.1 million in this funding from the US forest Service through STPUD. Lake Tahoe Public Water Systems have received over \$17 million in total funding to improve fire fighting flows.

All told, these reimbursements have saved the District's residential and commercial ratepayer \$2,067 over 11 years (\$16 per month) in utility rates plus the restoration projects has improved the stream environment zones (SEZ) of Incline Village and aided in the goal of restoring the clarity of Lake Tahoe.

Mr. Faust has worked with the Nevada Delegation and other western states on raising the authorization of the Section 595 Program of the Water Resources and Development Act of 2013 to \$435 million. Nevada will be collaborating on Rural Section 595 with five other states, New Mexico, Montana, Wyoming, Idaho and Utah, who already have projects which qualify under Section 595. The new Section 595 Program increased the authorization limit by \$100 million over the previous limit to allow new annual appropriations through the Federal Budget process.

III. FINANCIAL IMPACT AND BUDGET

The Board of Trustees approved a four year term of agreement with Marcus Faust for Legislative Advocate Services at the March 26, 2014 Board of Trustees meeting. This agreement defines the terms of service and the term ends in 2018. Mr. Faust has not raised his annual fee over the previous five years of the contract and has proposed keeping the fee the same for 2015-16, year six. The Agreement provides for annual increases. The full amount of the contract is a sewer expense in the Utility Fund. Sewer rates are adequate to pay for this expense.

IV. ALTERNATIVES

None.

MEMORANDUM

TO: Board of Trustees

FROM: Audit Committee Members Jim Smith and Jim Hammerel

SUBJECT: Designation of Audit Firm for Audit Services for Fiscal Year Ending June 30, 2015 – Eide Bailly, LLP (formerly Kafoury Armstrong & Co.)

DATE: March 10, 2015

I. RECOMMENDATION

The Audit Committee is recommending that the Board of Trustees designate Eide Bailly, LLP (formerly Kafoury Armstrong & Co. a Nevada based firm) as the District's audit firm for the fiscal year ending June 30, 2015, under their multiyear contract as outlined under the financial section.

II. BACKGROUND

The Audit Committee met March 25, 2015 to ratify the selection of the District's auditor. On the assumption that meeting finds it in order to recommend Eide Bailly, LLP (formerly Kafoury Armstrong & Co.), this memo has been prepared to document the designation. The Engagement Letter, when provided by the auditor, will be sent to the Audit Committee Chair for signature.

District Staff will notify the State Department of Taxation of our designation before March 31, 2015. As required by Nevada Revised Statute 354.624 and Nevada Administrative Code 354.705, each local government is required to designate an auditor or firm annually, not later than 3 months before the close of the fiscal year for which the audit is to be made.

At the direction of the Audit Committee, Staff prepared and sent out a request for audit services in 2011 that resulted in Kafoury Armstrong & Co's selection under a multiyear engagement plan to control fee increases. The Audit Committee agreed that the multiple year fee schedule presented in Kafoury, Armstrong & Co. audit proposal presented an opportunity for cost savings over time and it would be prudent to consider this option and incorporate it into its award recommendation.

Designation of Audit Firm for Audit -2-
Services for Fiscal Year Ending
June 30, 2015 – Edie Bailly, LLP
(formerly Kafoury Armstrong & Co.)

March 10, 2015

III. FINANCIAL IMPACT AND BUDGET

The following fee information was presented by Kafoury, Armstrong & Co. and was accepted by the Audit Committee:

Fiscal Year Ending	*Annual Fee
June 30, 2011	\$ 40,000
June 30, 2012	\$ 42,000
June 30, 2013	\$ 45,000
June 30, 2014	\$ 47,000
June 30, 2015	\$ 47,000

** The single audit fee is inclusive in the Annual Fee*

Also, the out of pocket travel cost are estimated not to exceed \$3,500 and are outside of the annual fees list above.

IV. COMMENTS

District Staff has received an engagement letter and Staff has discussed a tentative set of dates with fieldwork occurring in May and September with a delivery of the Audit Report in time to meet statutory requirements November 30, 2015 with acceptance by the Board of Trustees in December 2015.

MEMORANDUM

TO: Board of Trustees

FROM: Steven J. Pinkerton
General Manager

SUBJECT: Audit Committee Member Appointment

DATE: March 17, 2015

I. RECOMMENDATION

The Audit Committee is scheduled to meet March 25, 2015. They currently have two active members which will allow them to make a recommendation for the designation of the District's auditor for 2015. Staff is recommending the Board of Trustees consider appointing at least one new member to the Audit Committee.

II. BACKGROUND

The Board of Trustees appointed Trustees Joe Wolfe, Jim Smith and Jim Hammerel to the Audit Committee on December 12, 2012. No changes have been made since that date. Former Trustee Wolfe's position is vacant by virtue of his term expiring; this Committee assignment has not been addressed. The Audit Committee Board Policy 15.1.0 (attached) calls for membership to be three current Trustees.

III. FINANCIAL IMPACT AND BUDGET

The Audit Committee has direct oversight over the District's audit process. The Comprehensive Annual Financial Report is a vital part of reporting to the community, government agencies, bondholders and others considering the District's financial condition.

IV. ALTERNATIVES

Policy 15.1.0 does give the Board of Trustees discretion to have the Audit Committee. The process has worked since it was first started in 2009.

V. COMMENTS

Later in 2015, the Audit Committee will need to consider the next step for appointment of the District's auditor as the engagement for June 30, 2015 will be the last under their current proposal. Some degree of continuity in the Audit Committee might aid this process.



Accounting, Auditing, and Financial Reporting

Audit Committee

Policy 15.1.0

The Incline Village General Improvement District is committed to be proactive, informed, and providing the highest form of financial accountability to its residents. Achieving this goal requires clear rules and procedures for making decisions and their impact on financial results. As required by Nevada Revised Statute 354.624, each local government shall provide for an annual independent audit of all of its financial statements.

POLICY: Each year, the Board of Trustees may establish the need for an Audit Committee and appoint no less than three members to such committee. Members of the Audit Committee should be current Board members. As a general rule no one having managerial responsibilities that fall within the scope of the audit should serve as a member.

1.0 Independent accountants report directly to the Audit Committee

The independent auditor reports directly to the Audit Committee. The Audit Committee is expected to maintain free and open communication with the independent auditor and District Staff. This communication will include periodic executive sessions with each of these parties.

2.0 Scope of Audit Committee's authority and responsibilities

The Audit Committee at a minimum shall have the following authority and responsibilities:

1. To select, evaluate and, if necessary, replace the District's independent auditor, and to approve all audit engagement fees and terms.
2. To review, with management and the auditors, the District's annual audit planning, budgeting and staffing decisions.
3. To review procedures for the receipt, retention, and treatment of complaints received by the District regarding accounting, internal accounting controls, auditing matters, or suspected fraud. Review any submissions that have been received, the current status, and the resolution if one has been reached.

Adopted January 14, 2009



**Accounting, Auditing, and Financial Reporting
Audit Committee
Policy 15.1.0**

4. To review procedures for the confidential, anonymous submission by the District's employees of concerns regarding questionable accounting or auditing matters, or suspected fraud, that can not be handled by other appropriate levels of management.
5. The Audit Committee should meet at least four times per year, and at additional times when necessary. These meetings may be combined with regularly scheduled meetings, or may be held more frequently as circumstances may require. The Audit Committee may ask members of management or others to attend the meetings and provide pertinent information as necessary.
6. To prepare and submit to the District's Board of Trustees an annual Audit Committee report in conjunction with the acceptance of the annual audit.
7. To review and reassess, at least annually, the adequacy of the audit committee responsibilities and recommend any proposed changes to the Board of Directors for approval.
8. To appoint a Chair for the Audit Committee who will act as the primary contact with the independent auditor.

3.0 Structure of Audit Committee

Members of the Audit Committee should be current Board members and ideally, all members of the Audit Committee should possess or obtain a basic understanding of governmental financial reporting and auditing. The Audit Committee meets at least four times a year. Additional meetings may occur as the Audit Committee deems advisable. The Audit Committee will keep adequate minutes of its meetings and will report on its actions and activities at the next regular meeting of the District's Board of Trustees. Audit Committee members will be furnished with copies of the minutes of each meeting and any action taken by unanimous consent. The Audit Committee is governed by the same open meeting laws NRS 241 as long as three current District Board members are on the Audit Committee and in attendance at the Audit Committee meetings.

MINUTES

SPECIAL MEETING OF FEBRUARY 5, 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 Chairman Jim Smith on Thursday, February 5, 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, Jim Smith, Kendra Wong, and Tim Callicrate.

Also present were District Staff Members Engineering Manager Brad Johnson, Parks and Recreation Director Hal Paris, General Manager of Diamond Peak Ski Resort Brad Wilson, Director of Human Resources Dee Carey, Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick, Director of Public Works Joe Pomroy, Marketing Manager/PIO Kayla Anderson, Assistant Parks and Recreation Director Indra Winquest, and Senior Head Golf Professional Michael McCloskey.

Members of the public present were Aaron Katz, Don Epstein, Bea Epstein, Kathleen Watty, Gayle Holderer, Judy and Don Morrison, Chris Plastiras, and others.

(17 individuals in attendance which includes Trustees, Staff and members of the public.)

C. PUBLIC COMMENTS*

Aaron Katz said that as the Board starts this Retreat, in anticipation of the District's budget, that he wanted to remind three members of Board, that were on the Board two years ago, that they went through a process to evaluate each of our recreational facilities and that the Board came back pretty much unanimous to break even or make money and District Staff has ignored that direction. When you apply everything that Staff has done, it has continued for two years and so it doesn't continue into the next one, he is asking the Board to put their foot down.

Minutes

Meeting of February 5, 2015

Page 2

There are four Sierra ski areas that have closed because of lack of snow and the biggest one is Homewood which is very similar to us. The reason it has closed is because it costs more to wait for the weather to change. Here, at Diamond Peak, we don't have that concern as we are staying open no matter what and we are making snow without regard for cost. Staff doesn't care about the local property owners, it makes no sense to be open, Diamond Peak shouldn't be open because we are in a loss situation, we should be scaled back and open on weekends. It is idiotic in his opinion because Staff doesn't care about the loss.

D. APPROVAL OF AGENDA (for possible action)

Chairman Smith asked to moved Item E.V. to the first item to be discussed. Trustee Callicrate made a motion to accept the agenda as amended; Trustee Hammerel seconded the motion. The motion was unanimously passed.

E. BOARD OF TRUSTEES MONTHLY RETREAT ITEMS*

V. Beaches and Access for 4th of July 2015, Presenter: Trustee Tim Callicrate (*moved to Item I. from Item V.*)

General Manager Pinkerton distributed a handout and provided an overview of same.

Access/Ticketing

Trustee Wong asked two questions related to traffic back up: General Manager Pinkerton said there would be no issue because of additional entry points. Trustee Hammerel asked if the plan applied to Burnt Cedar Beach; General Manager Pinkerton responded no. Trustee Callicrate asked for careful consideration of the Aspen Grove ticket outlet and to consider doing all sales at the Recreation Center. Trustee Callicrate expressed opposition to tightening up access but acknowledged that there is a need to help reduce some of the crowd impact. Trustee Devine said we can't predict the turn out and acknowledged that there will still be people who turn up who didn't get the information so sending them up to the Recreation Center might irritate them and typically the parking lot at Aspen Grove is full so this has potential to work but he understands where Trustee Callicrate is coming from. General Manager Pinkerton confirmed that there were no 4th of July activities at the Village Green. Chairman Smith said that the plan is to have the Reno Philharmonic accompany the fireworks, the pancake breakfast will

be in the morning, there will be the firecracker race at the Middle School, and the Veteran's Tribute will occur on the beach. General Manager Pinkerton said that sending our guests to the Recreation Center would cause irritation.

Parking/Traffic

General Manager Pinkerton gave an overview and said that Staff was soliciting feedback on several items. Trustee Devine said that he appreciated this view and that his instincts say hesitate on the lottery as there never will be enough parking at the beaches so this won't alleviate the problem and that other agencies have to figure out how to manage the street. Chairman Smith asked at what time do people start lining up and camping. Trustee Devine said around 6 p.m., two deputies can handle illegal parking and this has to be dealt with by the responsible public agency. Trustee Hammerel said he agreed with Trustee Devine and offered that the District might want to explore a town wide shuttle system. Trustee Wong mirrored Trustee Hammerel's comment. Trustee Callicrate said that the lottery sounds good but doesn't achieve what we would like, shuttle is a good idea, and we might want to encourage private lot owners to run a private shuttle but it would need to be worked out with the Sheriff to have a passing lane for such services. Chairman Smith said he agrees with the other Trustees and he would like to see if it is possible for the District to run a shuttle or even Washoe County School District to run their buses as shuttles. Trustee Wong asked what time does the District begin to staff the beach gates; General Manager Pinkerton responded 6 a.m.

Beach Logistics

General Manager Pinkerton gave an overview. Trustee Wong said that size and space restrictions may have unintended consequences and it may create more problems than it solves. Trustee Callicrate said that he shares that concern and that we have to be very careful and perhaps it is just the size of the structure we try and limit. Trustee Hammerel said he was afraid of two things – tradition and expectation. His reminder is that this is temporary pain and we need to work through it as best we can. Further, he would hate to have this community turn into that B&B with a bunch of Post-It notes around it as that detracts from the experience. Understands where this is coming from, he has no solutions, and he would hate to go

down the restrictive path because what is the objective. Trustee Devine said he understood where Trustee Hammerel was coming from and are we anticipating problems or identifying problems and as to the ambassador idea, we will always have people who will push back and that can be handled without any radical change in anything. Chairman Smith said he heard this morning that this is territorial stuff and that if the District has a person who is friendly, engaging, and who can help that would be good to have in place. This is on the right track as the focus is on giving extraordinary service and having enough Staff which might change the culture instead of putting in restrictions. General Manager Pinkerton summarized speak softly this year and next year use a big stick.

Communications

General Manager Pinkerton gave an overview. Chairman Smith asked if we have a list of all parcel owners who we can mail something to; General Manager Pinkerton said yes. Chairman Smith said that this is an event where all hands need to be on deck and that everyone should be there to help. One of the ideas he wants to offer is having ambassadors or ushers that has a section of the beach, 100 square feet perhaps, and to greet people, be of service, report matters, and be proactive rather than security oriented.

Safety

General Manager Pinkerton gave an overview.

- I. **Legislative Update: NLC&M/NACO Event attended by Chairman Jim Smith on January 22 and January 23, 2015 – Las Vegas, NV, Presenter: Chairman Jim Smith**

Chairman Smith gave an overview.

Trustee Wong suggested that Chairman Smith be the official representative and then involve the appropriate people as topics dictate and that she appreciated that perhaps all five members could attend something at some point in the future.

II. Communication Discussion

a. *Communication with the District, Presenter: District General Counsel Jason Guinasso*

District General Counsel Jason Guinasso distributed two handouts and went over each.

Trustee Devine went over the process for setting up a Communications team. Chairman Smith distributed a memorandum with his "Dream Team" on this item. District General Counsel Guinasso asked for confirmation that the Board's direction would be for them to consider pulling together a committee to discuss the elements of a communication policy and then Legal would draft a policy based on those discussions; Chairman Smith responded yes. Chairman Smith asked General Manager Pinkerton if he wanted to be included. General Manager Pinkerton responded that this is consistent with Staff dialogue to date. Chairman Smith asked if General Manager Pinkerton was good with the selection as stated in his distributed memo; General Manager Pinkerton said yes. Trustee Wong said that she is in favor of this committee and that she would like to look at all communication from all directions and that she would like to look at being more systematic in seeking information from our homeowners, etc., a full circle communication policy to the extent possible. Trustee Hammerel said this is a great idea and that he is happy to serve. Trustee Devine said he is okay with this but he needs some understanding on the proposed dates. Trustee Callicrate said that he concurs with all. District General Counsel Guinasso asked about a Chair of this Committee; Trustee Callicrate said he is interested in chairing the committee. District General Counsel Devon Reese cautioned that the Board could provide direction but not take action as this wasn't agendized for action. Chairman Smith asked General Manager Pinkerton to contact all these folks via Doodle. District General Counsel Reese asked that the memorandum be included in the packet.

Chairman Smith, at 3:10 p.m., called for a recess; the Board reconvened at 3:20 p.m.

b. *Litigation Communication, Presenter: District General Counsel Jason Guinasso*

c. *District Perspective, Presenter: General Manager Steve Pinkerton*

d. Best Practice, Presenter: Chairman Jim Smith

Items II. b., II.c., and II.d. were covered during the discussion of Item II.a. above.

III. Culture Update, Presenter: General Manager Steve Pinkerton

General Manager Pinkerton distributed the District's Values/Behaviors statements, explained Gung Ho!, and gave an overview of the distributed material including the three fundamentals of Gung Ho! Chairman Smith asked if the new logo was going to be used for branding; General Manager Pinkerton said it is internal and more of a reminder of the individual to the organization.

IV. Service Discussion

a. Vision, Presenter: General Manager Steve Pinkerton

General Manager Pinkerton said that the challenge is with onboarding employees and that he is bringing in a customer service expert to work with the Senior Team on how to integrate the vision. Further, Staff owes the Board and the public the duty to tell them what a certain level of service is going to cost and to deliver in a cost effective manner. This includes setting standards for employees to meet and then when met, celebrating them.

b. Viewpoint, Presenter: Chairman Jim Smith

Chairman Smith said that he appreciated all the work that has gone into this since August and that the whole reason of the District is that we are here to serve and that it takes a lot of work and a lot of effort to change the culture. It will require a lot of support from the Board, it won't happen overnight, the right time is now, and that this is perfect what you have in place and that he fully supports what General Manager Pinkerton is doing. Trustee Wong asked how involved are the subvendors such as Brimm's, Incline Spirits, etc. General Manager Pinkerton said we have talked about that and we want to address that better as they are part of the team. Chairman Smith said that folks don't know the difference and we need to get the buy in from subcontractors and put them through the training and make it a part of their contract that they have to perform at the same levels.

VI. Boat Ramp, Presenter: Chairman Jim Smith

Chairman Smith announced that the District will be having a meeting soon with all the service contractors, boating users, and various agencies to look at best practices to accomplish service levels at the boat ramp as well as parking. With the water levels at the boat ramp, we need to make sure we find a way to get boaters in and out and define what service levels we should provide; he is looking at having this meeting very soon. Trustee Wong said that she asked Staff what options we have as she understands we are limited by TRPA and she asked that Engineering Manager Brad Johnson provide a status update. Engineering Manager Johnson provided an overview and handout as requested.

VII. Transparency Discussion, Presenter: Chairman Smith

- a. *Homework for the Board of Trustees: Discussion and bring back one idea forward to this Retreat*

Trustee Callicrate: Communication, digitalization of all our records with instant access and searchable record database and access for the Trustees.

Trustee Hammerel: Communication, transparency, phone app, and improved webcasting.

Trustee Wong: Financial transparency. Trustee Devine offered to be a validation point. Trustee Callicrate also offered same.

Chairman Smith: Agrees on both webcasting and digitizing our records.

VIII. Review, by Attorneys Reese, Guinasso, and/or Menchetti of the Code of Ethics and Conflict of Interest as it relates and/or is applicable to the IVGID Board of Trustees

District General Counsel Guinasso went over the handout that he distributed.

F. PUBLIC COMMENTS*

Margaret Martini said that she was unclear as to being able to contact the Trustees as there was no clear direction so she wants to know if the public can

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Meeting of February 5, 2015

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still contact individual Trustees. Ms. Martini then asked to be considered for the Communication Committee because, as a realtor, she should be on that committee as realtors are often the very first point of contact and they field a lot of IVGID questions, concerns, etc. She would like to commend IVGID for the Radon presentation and that Ms. Dunbar did a great job. Regarding the financial discussion, she didn't hear anything said about separating our venues, how much it makes, profit or loss, etc. She has been going to all these meetings and she wants to know, by venue, how much it makes and what is that venues profit or loss as it is unclear in the financials. The community thinks that this is of paramount importance. She would also like to know how much subsidization occurs. No one knows what is happening and tweaking is not the answer. A forensic audit is what is needed and that she disagrees with Trustee Wong that it is for fraud.

Don Morrison said he is a 17 year resident and a long time boater and that he was late to the meeting because he was having physical therapy. He noticed on the flow chart and organizational chart that there was no position for PIO and there needs to be some discussion about talking to the media because the media will talk to anyone who will talk to them and that could lead to contrary statements being made. IVGID should have a PIO and it could be a part-time position but it needs to be someone with some skill and cunning. He really came here today to hear about the 4th of July and that he has a couple of comments. He was involved in the 4th of July and he got in way over his head with CERT and that was to direct traffic after the fireworks and that WCSO had a very good plan that really worked. Lakeshore was closed at 8 p.m. so there was no conflict. He thinks the one way traffic loop is probably a good idea. As to parking in IVGID properties, right up until the fireworks started there were places there as a lot of people went home so there were parking spaces available. There is no benefit to being in any one of those parking lots as cars can't move until all the people are gone. It is his belief that there were a lot more people there than were authorized. There were about five hundred people who came in with brand new silver bracelets and he thinks there was someone up on Village selling silver bracelets.

Aaron Katz said this didn't go far enough on transparency in financial affairs and that there is only a couple of generic entries and that services and supplies is a shopping bag for everything that doesn't fit elsewhere and we need to know what is going into that bag. The District has changed the listing for payments but it is providing less information. The public used to see where and what it was tied to thus this listing is a step backwards. It was a good idea but it has unintended consequences and he would make a recommendation to the Board to ask for that in the name of transparency. Regarding digitizing records, he wants to see the bonuses paid to employees. Look at agenda packet page 56 where it talks

about different types of revenue sources and revenue bonds and there is a solid waste facility revenue bond which is the vehicle that exists to finance the solid waste facility. We need to have our own transfer station so either build it or take over the existing one either voluntarily or involuntarily as he doesn't think most people realize we are spending \$200,000 in rental that gets built into the compensation of Waste Management and that this is money that we should be spending towards having our own station that shouldn't be bigger than what we already have.

G. RECAP, NEXT STEPS AND LONG RANGE CALENDAR REVIEW* –
Presenter: Chairman Jim Smith and General Manager Steve Pinkerton

The long range calendar was reviewed and reminders were given on upcoming meetings and events.

H. ADJOURNMENT (for possible action)

The meeting was adjourned at 4:15 p.m. by Chairman Smith.

Respectfully submitted,

Susan A. Herron, CMC
Clerk to the Board of Trustees

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 Chairman Jim Smith: (1 page) IVGID Communications Plan & Policy dated February 5, 2015

Submitted by District General Counsel Jason D. Guinasso, Esq./Reese Kintz Guinasso, LLC: (9 pages) Presentation to the IVGID Board of Trustees, "Communication within IVGID: Understanding How Information is received and acted upon"

Submitted by District General Counsel Jason D. Guinasso, Esq./Reese Kintz Guinasso, LLC: (5 pages) Ethics Presentation

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Submitted by District General Manager Steve Pinkerton: (2 pages) General Business Agenda Item E.V., Beaches and Access for 4th of July 2015

Submitted by District General Manager Steve Pinkerton: (2 pages) Internal IVGID Definitions and Behaviors and Logo – Culture

Submitted by District Engineering Manager Brad Johnson: (49 pages) A packet of materials related to the Boat Ramp discussion

February 5, 2015

To: Board of Trustees

From: Jim Smith

Re: IVGID Communications Plan & Policy

"Exceeding Expectations" All District "Crystal Clear" Communication

- Plan and Policy presented to Board of Trustees no later March 3, 2015.
- Initial Draft for BOT discussion to BOT by February 20 for next Retreat set for March 5.

Appointed "Dream Team":

- Trustees: Callicrate & Hammerel
- Staff: Brad Johnson, Michael McCloskey, Kayla Anderson, Tim Averill, Misty Moga
- Community: Kristen Ferral, Mark Rosenburg, Kevin Lyons, _____
- Counsel: Jason Guinasso

Plan & Policy to include all forms of communications such as but not limited to:

1. All correspondence in/out (email/phone): same business day response time; who; how; and deliverables
2. Public records and transparency
3. Technology tools and tracking
4. Building relationships
5. Networking: State, TRPA, County, local businesses, schools, non-profits, service organizations.
6. Trip reports
7. Community Outreach
8. Press releases
9. Social Media
10. Text Alerts
11. Marketing
12. Employee relations: newsletter
13. Ombudsman
14. Public Information Officer
15. Flash Vote
16. More ideas:

Presentation to the IVGID Board of Trustees

“Communication Within IVGID: Understanding How Information is Received and Acted Upon”

Jason D. Guinasso, Esq. | Reese Kintz Guinasso, LLC

February 5, 2015

Key Questions:

- What are the roles and responsibilities of IVGID Trustees, the General Manager and Legal Counsel?
- What are the sources of information received from IVGID and how is that information received?
- How does information get processed and who is responsible for acting on information?
- How do Trustees, the General Manager and Legal Counsel Interact with one another in response to information that is received?

Roles & Responsibilities: Board of Trustees

- Under NRS 318.100, a Board of Trustees is given absolute authority over a GID
- However, in 1984, the IVGID Board passed a resolution, Resolution 1480, officially delegating significant portions of its statutory authority.
 - Resolution Number 1480 established IVGID's official Personnel Management Policy
 - Consequently, this Resolution established what is commonly known as a "Board-Manager form of government" [Res. 1480, II]
- **Main role/responsibility: "establishing overall IVGID policy direction"**
 - Board sets policy and establishes priorities regarding **what gets done** in the District.
- Board has authority to direct all Staff, collectively, through the GM, at Board meetings [Res. 1480, IV]
 - Individual Trustees shall refrain from attempting to directly supervise Staff [Res. 1480, IV]
- Board has exclusive power to create full-time permanent employment positions [Res. 1480, IV]
 - Board has exclusive power to create or abolish operating departments [Res. 1480, IV]
- Board has authority, with majority vote, to override GM's decision to fire/reduce full time staff. [Res. 1480, IV]
- Board has responsibility of creating an open, public forum for people to voice opinions and watch government in action
- **The role of a Trustee is not to manage the day-to-day operations of the District.**

Roles & Responsibilities: General Manager

- **Main role: “Supervising [day-to-day] operations and providing general administrative direction”**
 - GM manages the day to day operations of the District and decides **how things get done**.
- The GM is accountable to the Board for the fair and efficient execution of policies and priorities established by the Board and for the overall performance of IVGID.
- GM maintains “direct, day-to-day supervision over all District employees, with the exception of the Attorney” [Res. 1480, IV]
 - This includes authority to hire, fire, discipline, evaluate, promote, demote, transfer, & train under established Board policy [Res. 1480, IV]
 - GM keeps Trustees informed about the status of all major personnel actions relating to department head positions [Res. 1480, IV]
 - Trustees refrain from publically intervening or influencing personnel matters under the GM [Res. 1480, IV]

Roles & Responsibilities: Staff

- **Main role: “administer and execute day-to-day operations”**
- Staff all serve under GM
- The power to organize into departments is maintained by the Board, but the GM has the authority to set and revise the chain of command [Res. 1480, IV]

Effective Flow of Communication within IVGID

[Please see IVGID Communications Chart]

- Methods of Communication:
 - Email
 - Phone
 - Letter
 - Face-to-face
- Categories of Information:
 - Questions
 - Concerns
 - Requests for information
 - Complaints
 - Lawsuits
- Based on the form of Government this Board has chosen to operate under, all information and communication **should always funnel through the GM**, who then decides what to do with the information he has received.

Sources of Communication to IVGID

[Please see IVGID Communications Chart]

- Trustees
 - Trustees are a source of communication, both in individual capacity and as a Board
 - In order for IVGID to operate effectively, the Trustees and GM should share information and communicate regularly.
- Constituents

- Communication directly to Trustees or to GM
- Communication typically comes in one of the following ways:
 - Email
 - Social Media
 - Phone
 - Letter
 - Face-to-face
 - Open meetings
- Media
 - Should maintain a single source of official communication through GM on behalf of IVGID
- Other Agencies / Government Entities
 - Usually this communication is related to day-to-day operations
- Litigants
 - **NEVER communicate directly with litigants;** all communication with a person involved in litigation against IVGID should go through legal counsel.
- Staff
 - Internal issues, complaints, suggestions, etc. must be addressed through a formal internal chain of command
 - Employee -> Supervisor -> HR -> GM
 - Legal council may also be involved: e.g. Discrimination and harassment allegations
- Vendors / Potential Vendors
 - As vendors help implement IVGID's policies, communication should run through the GM and staff
 - Potential vendors should also interface with the GM

Communicating Results

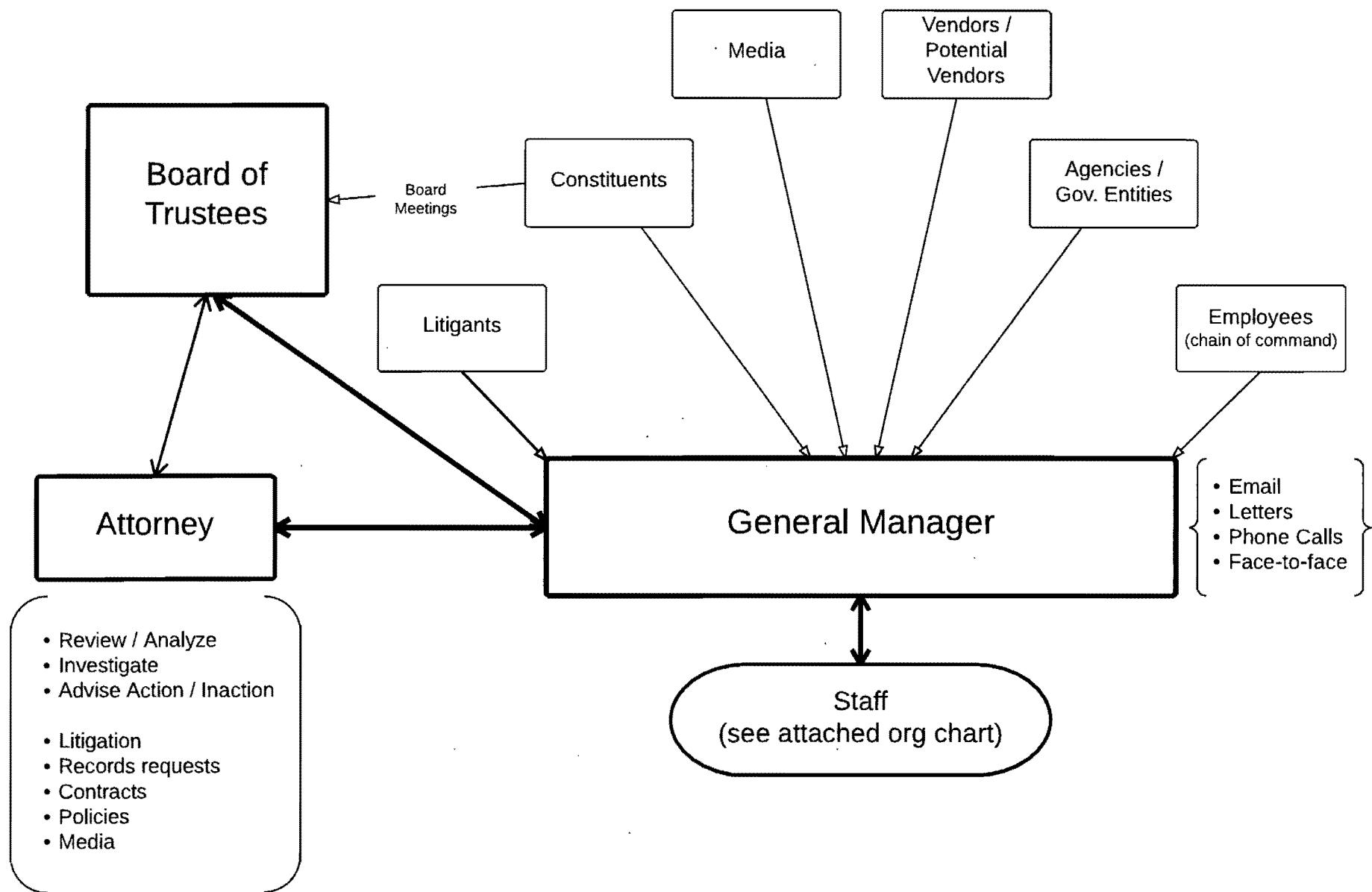
- After communication is received and processed, the results should be communicated back to Trustees at the discretion of the GM.
 - E-mail [minor issues]
 - Person-to-person [minor issues and confidential issues]
 - Official GM Report to the Board at regularly scheduled meetings
- Regular follow up with Trustees ensures that Trustees are always adequately informed about District issues.
- Important points to make when following up with Trustees:
 - Action
 - Action taken [explain action]
 - What, when, who, and where,
 - Action needed, but not taken [explain why?]
 - No action taken (explain why?)

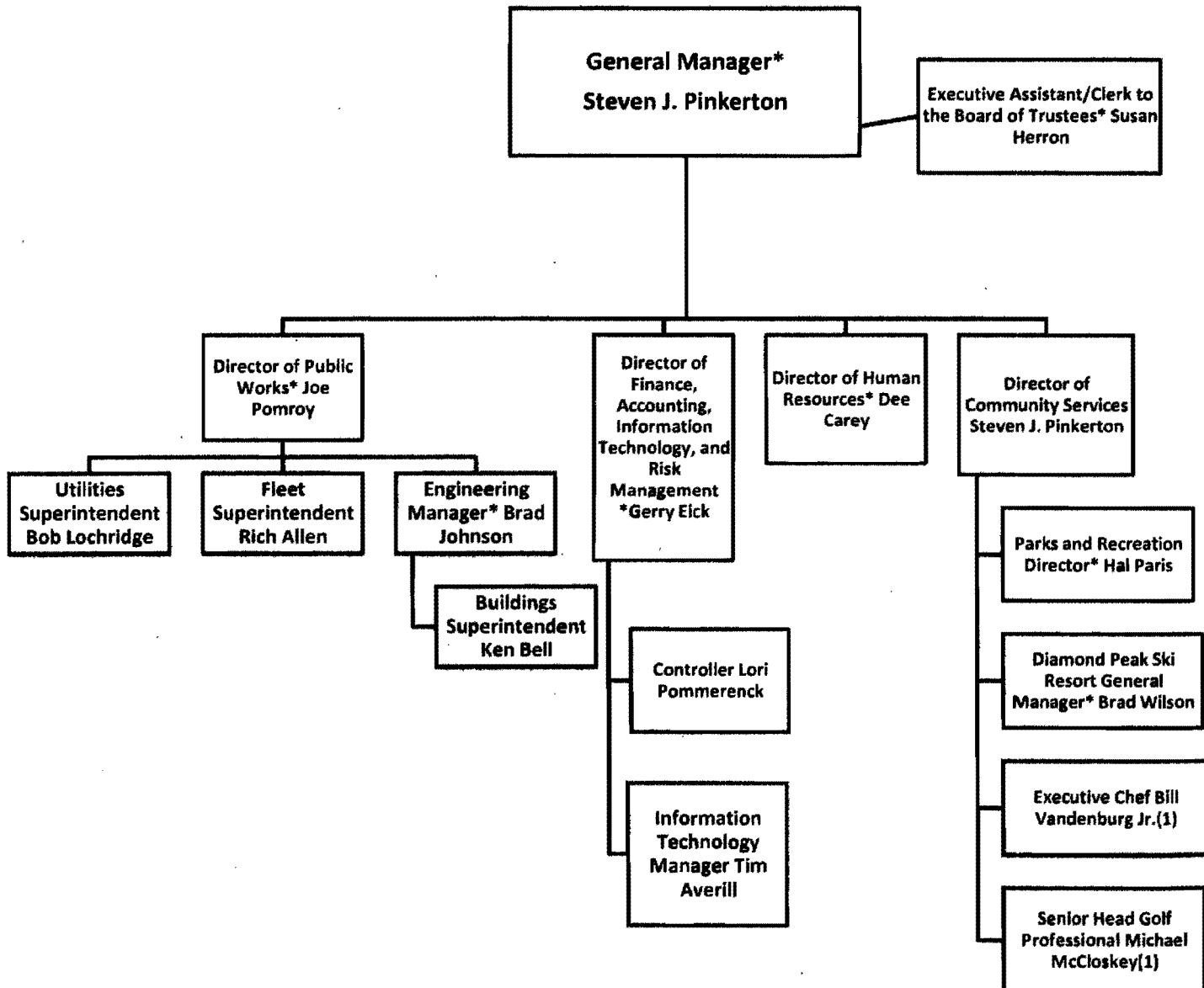
Suggestions for further action

- Trustees should consider drafting and adopting a communications policy.
- Trustees should consider researching the purchase or creation of a tracking system
 - <http://leg.mt.gov/content/For-Legislators/orientation/constituent-relations-ipdi.pdf>
 - https://www.symplicity.com/voice_commercial
 - <https://www.salesforce.com>
- GM should adopt a system for tracking communication and information that can be shared with Trustees from time to time

- Staff should consider keeping track of all victories, big and small, regarding service and results achieved on behalf of IVGID. Victories should be reported to the Board every month as a part of the GM's report.

IVGID Communications

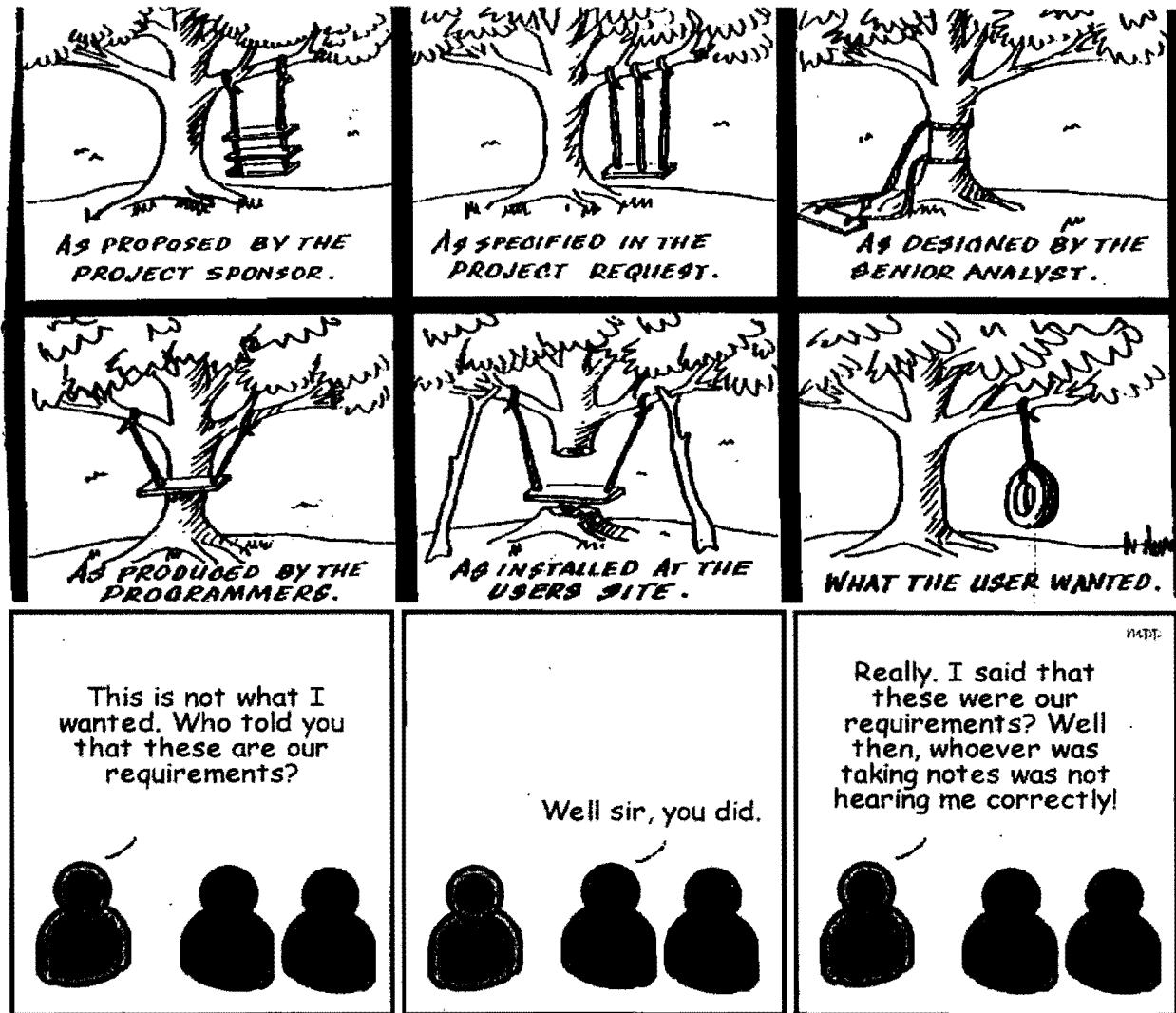




October 20, 2014

* Members of the Senior Team

(1) Under the direction of a trio of Senior Team members



"Apparently many companies experience problems including:
a lack of direction, poor accountability, lack of respect among
members, pushing personal agendas, poor communication ..."

Issues Presented

- What constitutes a conflict of interest for the IVGID Board of Trustees?
- When should a Trustee disclose a conflict?
- When should a Trustee abstain due to a conflict?

The Law

From: 2014 Ethics in Government Manual for Nevada Public Officers and Public Employees

- Nevada's conflict of interest laws are regulated by the NRS and the State of Nevada Commission on Ethics

Who is covered?

- NRS 281A.160 defines a "public officer" as a person who is elected or appointed to a position established by a law and involves the exercise of a public power, trust or duty.
- This definition includes Board of Trustees

What is a conflict of interest?

- NRS 281A.420(1) prohibits a public officer or employee from acting to **approve, disapprove, vote, abstain from voting or otherwise act upon a matter:**
 - a) Regarding which the public officer or employee has accepted a **gift or loan**;
 - b) In which the public officer or employee has a significant **pecuniary interest**; or
 - c) Which would reasonably be affected by the public officer's or employee's **commitment in a private capacity** to the interests of another person.

- NRS 281A.065 defines “commitment in a private capacity” with respect to the interests of another person, to mean a commitment, interest or relationship of a public officer or employee:
 1. to their spouse or domestic partner
 2. to a member of their household
 3. to a family member or in-law related by blood, adoption, marriage or domestic partnership within the third degree of consanguinity or affinity;
 4. to the employer of the public officer or employee, or the employer of the spouse, domestic partner or a member of the household of the public officer or employee;
 5. to a person with whom the public officer or employee has a substantial and continuing business relationship; or
 6. to anyone with whom the public officer or employee has any other commitment, interest or relationship that is substantially similar to a commitment, interest or relationship described in 1 to 5 above.
- Two exceptions to the financial interest rule. Disclosure is not required for:
 - a) Any campaign contributions that the public officer reported in a timely manner pursuant to NRS 294A.120 or 294A.125; or
 - b) Any contributions to a legal defense fund that the public officer reported in a timely manner pursuant to NRS 294A.286.
- If any of those situations applies and a conflict exists, Trustees cannot simply abstain; action is required by law

What to do if a conflict exists: disclosure

- The public officer must disclose sufficient information concerning the gift, loan, interest or commitment to put the public on notice of the potential effect of the action or abstention upon the person who provided the gift or loan upon the public officer's or employee's significant pecuniary interest, or upon the person to whom the public officer or employee has a commitment in a private capacity. [*Ethics Manual paraphrase of 281A.420(1)*]
 - The disclosure must be made publicly at the time the matter is considered.

What to do if a conflict exists: abstention

- 281A.420(3) states that in addition to disclosure, a public officer must **abstain** from voting on or advocating the passage or failure of a matter with respect to which the independence of judgment of a reasonable person in the public officer's situation would be materially affected by:
 - a) the public officer's acceptance of a gift or loan;
 - b) the public officer's significant pecuniary interest; or
 - c) the public officer's commitment in a private capacity to the interests of another person.

Examples

How to disclose and/or abstain

- If a conflict under the law exists (see above), the Nevada Commission on Ethics recommends the following procedure:

If my answer to any of the above is YES, then, when the matter is being considered,

1. I must disclose, on the record, sufficient information to fully inform or put the public on notice of the potential effect of my acting or abstaining on the matter due to my conflict of interest. My disclosure must describe the nature and extent of the relationship that is the source of the conflict.

AND

2. I must abstain only in a clear case where the independence of judgment of a reasonable person in my situation would be materially affected by the conflict just disclosed. I should undertake the abstention analysis on the record immediately after I state my disclosure.

* * *

WHAT YOU MIGHT SAY: "Mr./Madam Chair, NRS 281A.420 requires me to disclose a conflict of interest. The matter before this body affects my acceptance of a gift or loan / my pecuniary interest / my commitment in a private capacity to the interests of Mrs. Foster, my foster mother. (Next, you must take time to describe the potential conflict between your interest and the matter before the body or board on which you serve.) Ms. Foster's doughnut business will be financially enhanced if we approve building the new police station next door to her shop, and she will likely face financial ruin if we don't. Ms. Foster is everything to me even if she isn't my biological mother. She raised me in her home from age 3 until I turned 19. Our relationship is substantially similar to a blood relation, probably closer, so I conclude that the independence of judgment of a reasonable person in my situation would / would not be materially affected by this relationship, and because this is / is not a clear case of a disqualifying conflict of interest, I am going to be voting / abstaining from voting in this matter." (If you decide to abstain, you must refrain from advocating for or against the matter in any way.)

- In addition, you **may** disclose even an appearance of impropriety, though you are not **required** to do so.

Examples

- **Every situation is unique and need specialized advice**
- Business Relationships
 - Person A is a Councilman of a city and co-owns a grocery store with Person B. Person B also owns a separate contracting business, in which Person A has no legal or financial stake. The city council considers a request by Person B's contracting company to extend a deadline in a contract.
 - Person A has a responsibility to disclose AND recuse himself from the request because Person A is prohibited from discussing and voting on a measure affecting "a person with whom the public officer or employee has a substantial and continuing business relationship." [NRS 281A.065(5)]
 - This occurs even though Person A had no personal stake in the contracting company, but Person A did have a business relationship with Person B, and this qualifies as a conflict of interest.
 - Found guilty of a violation of Nevada ethics law, \$1,000 penalty
 - *2013 Nevada Commission of Ethics case (13-05C)*
- Financial interest
 - Person B is a city councilman and is also an employee of a construction firm. The city council solicits bids to build a power plant. A power company is eventually selected. The power company then contacts the construction firm that employs Person B to subcontract the power plant's construction. On the advice of the City Attorney, Person B disclosed that his company had been contacted for a possible contract, but continued to discuss and vote on the contract.
 - The Nevada Commission on Ethics found that Person B violated Nevada Ethics law because:
 - He failed to repeat his full disclosure at every meeting (there is no such thing as a continuing disclosure)
 - He did not disclose in enough detail the depth of the impact the contract could have on his personal interest (he only disclosed that the conflict existed)

- He should have abstained from participation and voting as soon as his construction firm was contacted for a possible subcontract.
- However, the commission found his violation to be non-willful and therefore merited no punishment because he had acted in good faith and on the advice of the city attorney.
- *2013 Nevada Commission of Ethics case (13-43C)*
- Former jobs and social relationships
 - Person C is a city councilman since 2002. Between 2007 and 2010, Person C was employed by a significant company that provides a public entertainment venue in the city. During that period, Person C always disclosed and abstained from pertinent council issues affecting his employer. In 2010, Person C left that job and no longer has business connections with the company, although he still has social communication with former coworkers. Person C also provided testimony in 2011 for a lawsuit concerning events while he was an employee.
 - The Nevada Commission on Ethics found that Person C should continue to disclose his previous professional involvement with the company and his involvement with the lawsuit, but since he had no continuing interest, he likely would not need be abstain from discussion or voting.
 - *2012 Nevada Commission of Ethics opinion (12-52A)*

GENERAL BUSINESS AGENDA ITEM E. V.

BEACHES AND ACCESS FOR 4TH OF JULY 2015

- **BEACH LOGISTICS**

- In addition to the current use of installing temporary pathways and emergency access zones throughout the actual beach areas, District Staff is reviewing guidelines for an area/size limit as it relates to the amount of space people can save/reserve early in the morning. Staff will be reviewing both the pros and cons of all aspects of this concept.
- Beginning in 2014, outside security (hired by the District) was onsite, overnight from July 3rd through the morning of July 4th to reduce beach squatters staying overnight or coming off the lake early in the morning to access space prior to the actual beach opening time; this process was successful. For 2015, July 3rd is a Friday and the actual National work holiday, so overnight outside security (hired by the District) staffing will be increased to once again manage this situation.

- **COMMUNICATIONS**

- Beginning March 1, 2015, a significant marketing and promotion campaign will be implemented detailing the requirement and availability of the Recreation Center as an access point to pre-purchase daily guest passes and, at both the Recreation Center and Aspen Grove, to purchase and actually get wrist banded on July 4th which will improve waiting times for beach access. Campaign cost estimates are being developed to ensure multiple avenues are used to educate as many people as possible that no cash or credit transactions will be accepted at the beach gates and pre-purchase is required. This campaign is imagined to include, at a minimum, handouts and signage at multiple IVGID venues and other locations around town; signs at all beaches, Tennis Center and Recreation Center; direct District Staff education of the public at counters etc; Parks & Recreation Activity Guide; District newsletter; Public Works newsletter; District websites; regular mail; email clubs; and print and social medias.
- Leading up to the holiday and throughout Incline and Ski Beaches, new and additional signage, handouts and banners will be installed and distributed for directions, procedures/rules, and expanded information.

- **SAFETY**

- Staff regularly attends meetings scheduled and led by Washoe County Staff to discuss and address concerns and challenges. The members of this team include WCSO and many other county offices, Incline Village General Improvement District, North Lake Tahoe Fire Protection District, United States Coast Guard, Nevada Highway Patrol, Nevada Division of State Lands, Nevada Department of Wildlife, and High Sierra Patrol.

GENERAL BUSINESS AGENDA ITEM E. V.

BEACHES AND ACCESS FOR 4TH OF JULY 2015

- **ACCESS/TICKETING**

- Consistent with 2014, beach gates will be staffed by the District up to the start of the fireworks (approximately 9:30 p.m.).
- To expedite access transactions, increase service to pass holders (both Picture Pass and Punch Pass) by encouraging shorter entry lines, and improve safety by reducing impacts between pedestrians and vehicles, no cash or credit card transactions (that require additional processing time) will be allowed on site at beach gates. Any guest desiring access who does not possess a valid IVGID Picture Pass or Punch Pass with a barcode will need to pre-purchase scanable day passes either at the Recreation Center and/or at a temporary station installed in the front yard area at Aspen Grove. Ability to pre-purchase day passes will begin on June 1st.
- In 2014, at Incline Beach, an additional gate was staged for emergency egress and was used successfully for exiting at the end of the fireworks show. For 2015, that gate usage will be expanded; it will be used for pedestrian access throughout the day so as to assist in alleviating the backlog at the main access gate.
- Ski Beach, as a walk in access point throughout the evening (which includes up to right before the start of the fireworks show), will be staffed by District Staff and this access point usage will also be expanded.

- **PARKING/TRAFFIC**

- Washoe County Sheriff's Office (WCSO)/Washoe County Planning are reviewing expanding the one-way traffic on Lakeshore Boulevard to having one-way traffic on the entire Lakeshore/Country Club/Incline Way/Village traffic/road loop.
- For direct, on-site parking at Incline Beach, Overflow Parking Lot and/or Aspen Grove, Staff is researching two options – (1) some format of a lottery system; and (2) only allowing vehicles in to park that have a valid IVGID Picture Pass Holder in the car. To assist with the goal of decreasing pedestrian/vehicle impacts and the on street (no backlog in the intersections) needs of WCSO, a specified arrival time limit (i.e. after 8:00 am) may be considered.
- Staff is coordinating with WCSO and Washoe County Roads for their direction on the exterior drop off areas. The existing interior Incline Beach and Ski Beach drop off and unloading zones are being reviewed, by District Staff, for signage and directional and supervision improvements.



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.



SHOREZONE

Partial Shorezone Permitting Program

The Tahoe Regional Planning Agency Governing Board directed agency staff to implement a partial permitting program for the shorezone of Lake Tahoe following the 2010 court ruling that recalled the updated shorezone ordinances adopted in 2008. Under this current partial permitting program, TRPA is accepting applications for certain non-boating facility projects and for the maintenance, repair, reconstruction, modification, and expansion of legally existing boating structures that do not adversely affect the environment, either individually or cumulatively. TRPA will not accept or process applications for the permitting of new boating facilities, including piers, buoys, slips, boat ramps and boat lifts, and applications for deviation from standards for allowable length beyond the pierhead line for legally existing, privately owned multiple use piers, until the completion of additional environmental review by TRPA.

TRPA has developed guidelines to implement the partial permitting program and screening criteria to assist applicants in determining whether certain projects may be accepted and processed under the partial permitting program. The partial shorezone permitting program will extend until TRPA completes further environmental analysis and brings forward updated Shorezone ordinances for consideration by the TRPA Governing Board.

Go to Shorezone Applications & Forms <<http://www.trpa.org/permitting/permit-applications/>> to find out what projects can currently be permitted.

2008 Shorezone Policy and Ordinance Amendments

The documents below pertain to the shorezone program adopted by the TRPA Governing Board in September, 2008. The program and ordinances that were adopted then are no longer in effect following a court ruling that recalled the program. These documents are being kept here for public information while TRPA works with stakeholders to draft a new program and ordinances.

TRPA Vacated Code of Ordinances as of Sept 2010 <<http://www.trpa.org/wp-content/uploads/TRPA-Code-Sept-2010.pdf>>

Volume IV Addendum to the EIS for the Lake Tahoe Shorezone Ordinance Amendments <http://www.trpa.org/wp-content/uploads/Vol_IV_Draft_10-15-08.pdf> (12.4 MB)

Additional Comments Received September to October, 2008 <http://www.trpa.org/wp-content/uploads/Shorezone_Comment_Letters_10-14.pdf>

Shorezone_Project_Description, May 2, 2008 <http://www.trpa.org/wp-content/uploads/Shorezone_Project_Description.pdf>

Supplemental Shorezone Information, January 31, 2007 <<http://www.trpa.org/wp-content/uploads/2007-Supplemental-Shorezone-Information.pdf>>

District Court Ruling on 2008 Shorezone EIS <<http://www.trpa.org/wp-content/uploads/District-Court-Ruling-on-2008-Shorezone-EIS.pdf>>

Appellate Court Ruling on 2008 Shorezone EIS <<http://www.trpa.org/wp-content/uploads/Appellate-Court-Ruling-on-2008-Shorezone-EIS.pdf>>

Lake Tahoe Shorezone Ordinance Amendments Final EIS from November 2006

Shorezone Draft EIS

Shorezone Draft EIS 2004

- 50.3.B **Challenge of Backshore Delineation:** Applicants who do not agree with TRPA's field verification concerning the backshore boundary, may file a challenge pursuant to Appendix A of this Chapter.
- 50.3.C **Man-Modified Backshore:** Whenever areas in the backshore have been found to be man-modified pursuant to Subsection 50.2.C, they shall be regulated in accordance with the recommendations contained in the man-modified report approved by TRPA pursuant to Appendix A of this Chapter.
- 50.4 **Shorezone Preservation Areas:** TRPA shall designate areas of the shorezone of Lake Tahoe as Shorezone Preservation Areas and these areas shall be indicated on an appropriate overlay map.
- 50.4.A **Designation criteria:** Shorezone Preservation Areas shall include those sections of the Lake Tahoe shorezone that have been determined to warrant protection from additional shoreline development, reflecting significant biological, scenic and other natural resources values and low impact recreation.
- 50.4.B **New Development Restrictions:** In addition to shorezone structures, including piers or buoy fields, shall be permitted in designated Shorezone Preservation Areas, except that (1) shoreline protective structures may be allowed, including minimal pedestrian access structures when reduced to unauthorized trails and consolidating access; or (2) plans or projects proposed to another government agency with land management jurisdiction may be allowed, provided that the public land management agency determines the plan or project is needed to meet the agency's legal mandate, is prepared in coordination with TRPA, is analyzed under applicable environmental and public review requirements, and demonstrates consistency with applicable TRPA Thresholds.
- 50.4.C **Existing Structures:** Maintenance, repairs, modifications and expansions to existing structures are allowed as provided under Chapter 54.
- 50.5 **Shoreline Character Types**
- 50.5.A **Shoreline Character Types Defined:** The following Shoreline Character Types shall be defined for Lake Tahoe:
- (1) **Naturally Dominated Shoreline:** Naturally appearing landscapes and compatible culturally modified landscapes in highly scenic locations that can be correlated with shoreline travel route ratings of 13-15, or a rating of 4-5 in the man-made criterion. Shoreline areas within stream-mouth setbacks and Shorezone Preservation Areas shall be assigned to the Naturally Dominated shoreline character type.

- (2) **Visually Sensitive Shoreline**: Highly scenic or visually vulnerable landscapes exhibiting the influence of man-made modifications within an otherwise natural setting. These landscapes include identified scenic resources such as promontories and cliffs, and highly scenic pale colored beaches with low visual absorption capacity that have a value of 6 or higher on the Munsell Color Chart and have 3 feet vertical height above high water.
- (3) **Visually Modified Shoreline**: Typical shoreline character with prominent structures (usually residential) in the immediate background and some shorezone structures, but still with considerable vegetation, or areas with high intensity clustered shorezone structures of limited extent. These areas can be correlated with travel route ratings less than 13 and/or rating of 1-3 in the man-made criterion.
- (4) **Visually Dominated Shoreline**: Typical shoreline character associated with marinas in Lake Tahoe. They are areas of high intensity with large, prominent buildings, high densities of boats and buoy fields, commercial or recreational activity. In these locations, shoreline uses are generally urban-related and there is often considerable visual clutter associated with an urban, commercial or recreational upland setting.
- 50.5.B Shoreline Character Type Designations:** TRPA shall designate on an appropriate overlay map the Shoreline Character Types defined in Section 50.5.A to the entire shoreline of Lake Tahoe. The location of precise boundaries of segments of Shoreline Character Types shall reflect the physical and other considerations that led to the classification of the lands in the segments that the boundary line separate. Determination of precise boundaries on a parcel may be made by TRPA as part of a project approval without amendment to the shoreline character type. Such a determination may not result in a major adjustment of the boundaries (e.g., the creation or elimination of segments). Based upon receipt of a complete Shoreline Character Type Verification application, TRPA shall field verify the designation for a parcel or use which is located within 500 feet of a mapped boundary between two segments.
- 50.5.C Challenge of Shoreline Character Type Designation:** Applicants who do not agree with designations under this section may file a challenge pursuant to Appendix A of this Chapter.
- 50.6 Stream-mouth Protection Zones:** TRPA shall designate on an appropriate overlay map areas of the shorezone of Lake Tahoe as Stream-mouth Protection Zones.
- 50.6.A Designation Criteria:** Stream-mouth Protection Zones shall generally represent the historical meander pattern of creek and rivers tributary to Lake Tahoe that support or could with restoration support migrating populations of fish. The designated area shall include all portions of the shorezone, including areas lakeward, if the designation is a linear distance from the stream-mouth.

- 50.6.B Development Restrictions: No additional shorezone structures shall be permitted in Stream-mouth Protection Zones. Maintenance and repairs to existing structures may be allowed; expansions and modifications of existing structures shall be prohibited. Shorezone structures may only be relocated outside of Stream-mouth protection zones if authorized by other provisions of this Code.
- 50.6.C Adjustment in Zones: TRPA may adjust a Stream-mouth Protection Zone if an applicant can demonstrate that the location for a proposed project is outside of the historical meander pattern for the applicable stream or river. In order to make the necessary demonstration, the applicant shall select from a list of TRPA-approved experts to conduct an applicant-funded historical meander study.
- 50.6.D Development Standards: Development within stream-mouth zones shall be consistent with the standards set forth in chapter 54.

VACATED

- (3) Protection of views of adjoining development.
- (4) Providing sufficient space for proper infiltration of runoff and nutrient uptake through natural processes.

54.4.E Backshore Coverage and Land Disturbance:

- (1) No additional coverage or permanent land disturbance shall occur in the backshore unless it is for an authorized shorezone permissible use or accessory structure.
- (2) The impacts from authorized coverage and disturbance must be mitigated through the application of BMPs, and the restoration at the rate of 1.5 times the backshore area covered or permanently disturbed by the project. Said restoration shall be in-kind in the backshore and shall comply with the restoration standards in Subsection 20.4.C.
- (3) The allowable base land coverage in the backshore is one percent (1%). However, it shall only be utilized outside of the backshore portion of the parcel unless it is for one of the uses listed above.
- (4) No erosion control projects, which create coverage or permanent disturbance in the backshore, shall be permitted unless:
 - (a) The project, program or facility is necessary for environmental protection; and
 - (b) There is no reasonable alternative, which avoids or reduces the extent of encroachment in the backshore.
- (5) All regulations set forth in Chapter 50 and for shorezone tolerance districts shall apply to projects and activities in the backshore.

54.4.F Projects in Fish Habitat: This section applies to projects undertaken in areas identified as, and adversely affecting, "Spawning Habitat" or "Feeding and/or Escape Cover Habitat" on TRPA's Prime Fish Habitat map, adopted on May 19, 1997, as amended or areas meeting applicable definition for "Spawning Habitat" or possessing similar characteristics for "feeding and/or escape cover" habitat. As used in this section, "fish habitat" means those areas mapped as either "spawning" or "feeding and/or escape cover" or areas having similar characteristics. This section shall not apply to the location of buoys whose anchoring chain system conforms with applicable TRPA best management practices.

- (1) All man-modified fish habitat areas within the project area shall be restored as part of the project where the modification occurred after 1972.
- (2) No new dredging or placement of new or expanded boat ramps shall be permitted in spawning habitat.
- (3) All projects located in spawning habitat as verified by TRPA and which have the potential to detrimentally impact spawning fish, spawning gravels, the incubating eggs or the emerging fry shall be subject to a case-by-case review by TRPA and the appropriate Fish and Wildlife agency regarding the applicability of the October

1 to May 1 construction window and to determine whether the project impacts can be mitigated.

- (4) In addition to the restoration obligation set forth in Section 54.4.F(1), any potential impacts to spawning habitat shall be mitigated by replacing the impacted habitat at a rate of 1.5 to 1 using one of the following methods, or a combination thereof, as determined appropriate by TRPA:
- (a) Replacement "in-kind" with similar spawning gravels where gravels previously existed. Such replacement must replace the equal or greater function and value either on-site or off-site.
 - (b) Construction of complimentary habitat adjoining the remaining spawning gravels on-site, where it can be demonstrated that the complimentary habitat will restore or enhance the spawning habitat by substantially increasing the function and value.
 - (c) Purchase of restoration credits for similar habitat function and value from a fully functioning spawning habitat restoration bank established in accordance with Section 54.4.F(7).
- Any mitigation using the methods set forth in subsections (a) and (b) shall include implementation and funding of an approved monitoring and remedial action program that will ensure the effectiveness of the mitigation. Any mitigation using the methods set forth in (a) and (b) must be completed and determined to be successful by TRPA or a third party scientific peer review prior to the pier or shorezone structure construction.
- (5) In addition to the restoration obligation set forth in Section 54.4.F(1), any potential impacts to existing feeding and/or escape cover habitat shall be fully mitigated.
- (6) TRPA may collect any reasonably necessary fee to fund TRPA's review of a project application and replacement/restoration plan (including any necessary third party consulting services) and to monitor the compliance and effectiveness of mitigation approved under this section.
- (7) Fish Habitat Restoration Bank: TRPA may establish a fish spawning habitat restoration banking program for the purpose of implementing high quality spawning habitat restoration projects and creating opportunities for restoration that may not be available with project-by-project mitigation.
 - (a) The program shall establish criteria and priorities, methods for determining credits and debits, standards for determining bank success and credit availability, and any other requirements or guidelines necessary to implement the program.
 - (b) No credits in any restoration project shall be available for use as mitigation unless and until, at a minimum, the restoration project has been constructed and is fully

- functioning, and TRPA or a third party scientific peer review has determined that the restoration is successful.
- (c) The cost of mitigation credits shall be calculated by TRPA such that the sum of all credits available from a mitigation project is equal to the total cost of that project, including the cost of planning, design, acquisition, construction, maintenance, and monitoring, as well as a reasonable contingency cost to provide for potentially necessary remedial actions.
- (d) A restoration project authorized by this subsection may be undertaken by TRPA directly or in partnership with one or more other governmental agencies or qualified non-profit entities. TRPA is authorized to enter into cost-sharing and reimbursement agreements with any such partners under which those partners may be reimbursed for their share of project costs using mitigation credit proceeds.
- (e) Mitigation credits shall not be given for existing habitat restoration projects, planned restoration projects that have already been programmed and funded, or restoration projects intended to provide mitigation for activities other than those for which credits are purchased.
- (8) Phasing of Projects Located in Spawning Habitat: TRPA shall not approve any project located in, and adversely affecting, spawning habitat until the FRTN Habitat Restoration Bank of Section 54.4.F(7) is fully functioning or individual on or off-site project mitigation is completed and deemed fully functioning as determined by TRPA or an external scientific peer review.
- (9) Agency Coordination: For the mitigation measures described above, TRPA shall coordinate the site selection and design with appropriate local and state fishery agencies.
- 54.4.G Topline Fishing: No projects shall be permitted if such project shall create significant adverse impacts to topline fishing access that cannot be mitigated. TRPA shall make this determination in consultation with California Fish and Game and Nevada Division of Wildlife.
- 54.4.H Projects that May Impact Historical/Cultural Resources: Projects that may impact historical/cultural resources shall comply with the mitigation, construction and survey measures in Chapter 29. Where appropriate, TRPA shall require signage to educate the public that explains the importance of the historical/cultural resources and the sensitivity to disturbances. However, in lieu of the above, at mapped historical Washoe Indian resource sites, TRPA shall, in coordination with the Washoe Tribe, provide educational materials to property owners aimed at encouraging protection of the resources associated with the sites.
- 54.4.I Recreation Projects: All projects classified as recreation use shall be required to submit an operating plan or equivalent document demonstrating that spatial conflicts with other recreational uses will not be significant as a result of the project. TRPA shall ensure that shorezone recreational projects are designed to avoid overuse and to avoid conflicts between recreation users.

shoreline character type within a scenic shoreline travel unit shall be calculated as follows:

$$D = (L - X)/N$$

Where:

D = Density of piers per segment of shoreline character type within a scenic unit.

L = Length in feet of contiguous shoreline character type.

X = Length in feet of linear lake frontage of littoral parcels that are precluded from locating an additional pier on the parcel ~~and a result~~ of a stream-mouth setback, or a deed restriction, restrictive covenant, plan area statement or similar legal preclusion.

N = The number of existing private or public piers including those approved but not yet built.

- (c) **Pier Separation and Specific Location:** No additional pier shall be located within 10 feet of any existing pier as measured at the pier head (including boat lifts). The pier shall be located on the parcel to minimize impacts to the environment and legal public access as determined pursuant to Subsection 54.4.B.
- (d) **Pier Functionality:** No additional private pier may be located on a parcel where the maximum pier length allowed by Section 54.5.(A)(2)(c) fails to reach a lake bottom elevation of 6219 feet, Lake Tahoe Datum or the pier headline.
- (e) **Shorezone Preservation Areas and Streammouth Protection Zones:** No additional piers shall be located in Shorezone Preservation Areas under Chapter 50, except as may be provided by Section 50.4.B. No additional piers shall be located in Stream-mouth Protection Zones designated under Chapter 50.6.
- (f) **Prohibition on Additional Single-use Piers:** With the following exception, no additional private single use pier shall be located in any scenic shoreline travel route unit not in attainment with the applicable indicator for the Scenic Environmental Threshold Carrying Capacity. A single use pier may be approved in a non-attainment shoreline travel route unit if the applicant retires the development potential for a pier from another undeveloped littoral parcel that is:
- (i) within the same scenic unit and within the same or more sensitive shoreline character type,

during low water conditions, including but not limited to requiring buried anchors or requiring the removal of buoys and anchors.¹²

- (3) Upland Best Management Practices: TRPA shall not issue a permit for a mooring buoy(s) unless the applicant has received a Certificate of Completion for water quality BMPs for the project area, except for certain authorized buoys under Subsection 52.4.E which shall require submittal of the Certificate within one year of the issuance of the permit.¹³

54.5.C Other Structures

(1) Public Boat Ramps:

- (a) A boat ramp may be permitted for public facilities that demonstrate the need for a boat ramp based on the multiple-use criteria in Subsection 52.3.B.
- (b) Prior to approval, TRPA must approve a water quality mitigation plan that meets the TRPA BMP requirements.
- (c) Boat ramps shall not be located in spawning habitat or in a Shorezone Preservation Area, except as may be authorized under Section 50.4.B.
- (d) The ramp shall be located at a site with a continuous slope of 12 to 15 percent between the highwater line and elevation 6219.0 feet. No boat ramp shall be located where this slope exceeds 15 percent.
- (e) Boat ramps shall be a maximum of 24 feet wide. Ramp length shall be the minimum necessary to provide access at normal lake elevations.
- (f) Ramp excavation shall be minimized to the extent feasible. Unless TRPA determines it infeasible, construction shall be accomplished by placing a steel grid foundation onto piles and cross members, and by placing pre-cast concrete sections onto the grid.

Floating Platforms:

- (a) The maximum size of the floating platform shall be 100 square feet, and the maximum length along any side shall be 15 feet. The maximum deck elevation shall be two feet above the surface of the water. No superstructures are permitted.
- (b) The floating platform shall not be placed so that it extends beyond lake bottom elevation 6219.0 feet, Lake Tahoe Datum, or the pierhead line (whichever is less) except as provided in the "low water condition rule" set forth below.
- (c) No existing or additional floating platform shall be anchored, tethered or otherwise attached to the backshore

¹² Amended 12/16/2006

¹³ Amended 6/24/2009

or further landward. [source: 54.7.A and 54.7.B,
new/Shorezone Partnership and new/staff]

- (3) **Shoreline Protective Structures:** Shoreline Protective Structures may be approved by TRPA to prevent erosion in the backshore if:
- (a) Structures in the backshore or environmental threshold values will be enhanced by the construction and maintenance of the protective structure;
 - (b) The protection of structures in the backshore or the enhancement of threshold values more than offset the adverse environmental effects of construction and maintenance of the shoreline protective structure;
 - (c) Each protective structure has been designed to be sloping and permeable. Bulk heads, gabions, and other vertical revetments shall not be permitted unless a sloping permeable revetment is not feasible and the alternative structure will not cause significant erosion or modification of the foreshore;
 - (d) Each protective structure has been designed so that backshore erosion on adjacent properties will not be accelerated as a result of the erection of the protective structure;
 - (e) The shoreline protective structure is sufficient strength and depth to prevent movement of backfill materials in lake waters; and
 - (f) The shoreline protective structure is constructed of natural materials to blend with surrounding backshore or, if man-made materials are necessary, is of earthtone colors.
- (4) **Retaining Walls and Erosion Control:** Retaining walls and erosion control structures within the shorezone or along the backshore-upland boundary shall be constructed with natural stone arranged in a natural pattern without hard outlines or straight edges, and shall be laid back at a natural angle of repose. Vertical walls and all other materials are not permitted to be used to construct walls or erosion control structures, except for emergency situations when no practical alternative exists, as determined by TRPA. All walls shall include vegetation that shall be planted in accordance with the TRPA Design Review Guidelines.
- (5) **Fences:**
- (a) Fences shall be 90 percent open, and shall be maintained free of debris.
 - (b) No fences shall be placed lakewards of the highwater line, unless TRPA determines that the fence must be placed below the highwater line,
- (1) to protect the health or safety of the general public

- or to prevent trespass on private property from adjacent areas of public access in the shorezone but only if a TRPA-approved signage plan has proven ineffective to prevent trespass to protect public health and safety and provided such fence is approved by agencies having jurisdiction; or,
- (2) to protect sensitive species or identified cultural resources.
- (c) Nothing in this section shall be construed as exempting fences from Subsection 54.4.B.
- (d) Any fences approved below the highwater line shall be designed so that they can be retracted or telescoped landward. Such fences must be telescoped landward whenever lake levels rise in order to prevent them from extending into the Lake.
- (e) Fences extending below highwater line that were legally existing prior to 1987 and are compliant with Subsection 54.4.B. may be repaired or replaced as long as the fence telescopes landward, or is modified to telescope, and is telescoped landward whenever necessary in order to prevent the fence from extending into the Lake.
- (6) **Breakwaters, Jetties, Rock Cribs and Sheet Piles:** No new public or private breakwaters, jetties or rock cribs shall be permitted unless part of a habitat restoration project. Existing private breakwaters, jetties, rock cribs or sheet piles shall not be permitted to expand but may be repaired or modified pursuant to Section 54.8.
- (a) **Design And Construction Standards:** The design, construction and maintenance of jetties, breakwaters, rock cribs and sheet pile shall comply with the following standards:
- (1) Except as provided below, all breakwaters, jetties, rock cribs or sheet piles shall have openings which allow adequate free circulation of water and sediment.
- (2) No such structure shall be a solid or nearly solid unless TRPA finds that it will not interfere with littoral processes, cause shoreline erosion, or harm water quality or clarity and;
- (a) The solid or nearly solid structure is a necessary part of a marina for which TRPA has approved a master plan; or
- (b) The solid or nearly solid jetty or breakwater is necessary to protect the safety of persons using a public boat launching facility.
- (3) The size, number and locations of openings

in breakwaters, jetties, rock crib or sheet pile shall be sufficient to avoid interference with littoral drift, shoreline erosion, harm to underlying land and harm to water quality and clarity.

- (4) Rock and other material for construction of structures permitted under this subsection shall not be obtained within the shorezone or lakezone in the region.
- (b) Report: In order to provide the information required for the findings for the structures described in this section, TRPA shall use the procedures set forth for environmental assessments in Chapter 5.
- (7) Temporary Structures: Temporary structures shall comply with the provisions on temporary activities, uses and structures contained in Chapter 7 and Subsection 4.2.

54.5.D Miscellaneous Design Standards

- (1) Signage: Signs in the shorezone shall comply with Chapter 26. Signs on piers shall not be larger than 12 inches high by 18 inches wide by 2 inches thick, unless otherwise required to meet safety regulations. Signs shall not exceed the standard railing height and shall be mounted on railings or on the pier rim joists. Signs that may discourage the use of public access areas are prohibited.
- (2) Archaeological/Historic Setbacks: Adequate setbacks from TRPA's designated, mapped, or eligible, (pursuant to Chapter 29) historic sites (including submerged sites) shall be established in consultation with a qualified archaeologist, and if a Washoe site, the Washoe tribe.
- (3) Safety/Navigational/Research Devices: Safety, navigational or research structures shall only be permitted when TRPA determines that the device is necessary to protect the health and safety of the general public and protect navigation for the general public, and for Lake Tahoe, when recommended by the U.S. Army Corps of Engineers or the U.S. Coast Guard.
- (4) Low Water: When lake levels are at or below elevation 6223', TRPA may authorize the temporary placement of mooring buoys and floating platforms further lakewards than the Buoy Line, but only in such a manner that any watercraft moored to the buoy remains within 600' lakeward from the high water, if TRPA determines that low lake levels create a navigational hazard, that temporary lakeward relocation is necessary in order to obtain a safe mooring depth, that the temporary lakeward relocation is the minimum extension necessary to reach navigable water, and the relocated structure will not create a navigational hazard.¹⁴

¹⁴ Amended 12/16/2009

- (5) **Prohibited Structures, Facilities and Permanent Accessory Structures:** No superstructures are allowed on piers or floating platforms. Permanent umbrellas, plant containers, flower pots, and furniture other than benches are not permitted on piers.
- (6) **Access:** Structures or projects in the backshore that provide access to the nearshore or foreshore shall be sized no larger than necessary to provide safe and functional access and shall meet all applicable mitigation requirements. When feasible, access structures shall be built at grade level.
- (7) **Color:** The color of structures, including fences, shall be compatible with its surroundings. Subdued colors in earth tones and woodnote ranges shall be used for the primary color of the structure. Hues shall be within a range of natural colors that blend, rather than contrast, with the existing vegetation and earth hues. Earthtone colors are considered to be shades of reddish-brown, brown, tan, ochre, umber, sand and dark green. Colors shall be medium to dark and shall meet the Munsell® Color value as set forth in Appendix G (TRPA Approved Earthtone Colors) to the Design Review Guidelines or other color systems that are equivalent to the adopted hues, values and chromas of Appendix G. Structures in the shorezone that were constructed prior to January 1, 1950 may maintain their historic colors when undertaking exempt repair and maintenance.
- (8) **Roofs:** Roofs shall be composed of nonglare earthtone or wood tone materials that minimize reflectivity. Metal roofs shall be compatible with their surroundings and composed of non-glare earthtone colors. Metal roof colors shall meet the Munsell® Color value as set forth in Appendix G (TRPA Approved Earthtone Colors) to the Design Review Guidelines that have a value and chroma of 0-4 or other color systems that are equivalent to that range of adopted hues, values and chromas of Appendix G.
- 54.6 **Scenic Protection:** All projects in the shorezone unless specifically excepted, shall meet the following standards to protect scenic resources.
- 54.6.A **Exempted Projects:** The permitting of up to three buoys per littoral parcel shall not require a scenic assessment, shoreland improvements, or visible mass offsets.
- 54.6.B **Scenic Assessments:** Shorezone project applicants shall submit a complete application for a scenic assessment pursuant to Section 30.15.B with each application.
- 54.6.C **Shoreland Improvements:**
- (1) The shoreland of the project area, including all parcels involved in the application, shall meet a contrast rating of 25 or comply with the Visual Magnitude/Contrast Rating Table in Appendix H of the Design Review Guidelines as modified for additional linear lake frontage and including visual breaks.
 - (2) The applicant may demonstrate compliance with Subsection (1) of this Section either as a composite of the project area or individually for each parcel.

54.9.A Relocations:

- (1) Only existing piers or buoys may be relocated.
- (2) Relocated piers or buoys shall meet all development standards for additional structures in this Chapter except that relocated piers need not meet the location standards set forth in Sections 54.5.A(1)(b) (density), (d) (functionality) and (f) (single use prohibition).

54.9.B Transfers:

- (1) Only existing piers, buoys and private slips may be transferred.
- (2) Piers, buoys or slips constructed as a result of a transfer shall meet all development standards for additional structures in this Chapter, except Section 54.5.A(1)(d).
- (3) Both the sending and receiving parcels in transfers shall meet all scenic protection requirements.
- (4) A transfer of an existing pier may occur only if the newly constructed pier is a multiple-use structure or qualifies as a single use pier pursuant to 54.5.A(1)(f) regardless of the location of the receiving parcel.
- (5) The sending parcel shall be permanently restricted from additional development of the type shorezone structure transferred (e.g., additional piers, buoys or slips).
- (6) Private slips may only be transferred if they are converted to public use.

54.9.C Conversions:

- (1) Existing boat ramps located in spawning habitat may be converted to a boatlift if:
 - (a) the existing boat ramp is completely removed and the spawning habitat restored,
 - (b) a net reduction in habitat disturbance occurs; and,
 - (c) the pier constructed as a result of a conversion meets all development standards for additional structures in this Chapter.
- (2) Buoys and boathouses may be converted to boatlifts and buoys converted to floating platforms pursuant to applicable provisions in Chapters 52 and 54.

54.10 Marinas

- 54.10.A Master Planning:** All new marinas and one time or cumulative expansions of capacity of existing marinas of 10 or more boat slips and/or mooring buoys shall be constructed in accordance with a marina

**PRELIMINARY EVALUATION
OF BOAT LAUNCHING AND BOARDING OPTIONS**

Incline Village, Nevada

Prepared for:

**Incline Village General Improvement District
Parks and Recreation**

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February 29, 1996

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PRELIMINARY EVALUATION OF BOAT LAUNCHING AND BOARDING OPTIONS

I. SUMMARY AND CONCLUSIONS

Introduction

The Incline Village General Improvement District has an existing boat ramp near the east end of Incline Beach, and has considered relocating that launching facility to either Burnt Cedar Park or near the west end of Incline Beach. The existing and potential sites are shown in Figure 1, and this study is intended to provide a preliminary evaluation of improvement options at each of these sites.

Background

The existing Incline Village boat ramp is located at Ski Beach between Third and Incline Creeks as shown in Figure 2. It is a shallow ramp with the lake end only 3 inches above the mean low water elevation of 6223, Lake Tahoe Datum. The ramp has no boarding pier, and is effectively useable only when lake elevations exceed 6226.

In April, 1991 the lake level was at elevation 6222.33 with projections that, after rising to just above 6223.0 in early summer, it could fall to 6222.0 by the end of September. The ramp would be unusable under those conditions, and IVGID secured approval in May, 1991 from the TRPA Governing Board to place a temporary 170 foot extension to the ramp. The extension would have utilized military landing mats, but it was never constructed and the TRPA permit expired.

The drought continued with a record low water elevation of 6220.5 in the fall of 1992. Lake levels were slow to recover, and in April, 1995, TRPA granted IVGID a permit for a temporary extension of 50 feet to the boat ramp. Lake levels rose rapidly after the wet winter and were projected to rise to 6227, and the extension was not constructed.

On July 20, 1993, the IVGID Director of Parks and Recreation, Douglas A. Doolittle, met with the TRPA Shorezone Committee to discuss the continued problems of launching boats at the existing ramp. Earlier in the same meeting, Richard Mudgett, an Incline Village resident, had presented suggestions for alternatives to the existing ramp which included the construction of a new boat ramp facility at Burnt Cedar Beach. Committee members discouraged the proposal for a Burnt Cedar facility, and while they agreed that IVGID had a problem, they could not suggest any solutions. The problems of launching at low lake levels, and boater safety during high wave activity were stressed to the Committee together with concerns that current TRPA codes did little to assure that future solutions would be permissible.

On July 29, 1993, the IVGID Board of Trustees sponsored a Shorezone Workshop to facilitate discussion between Board members and a panel of invited experts, with public

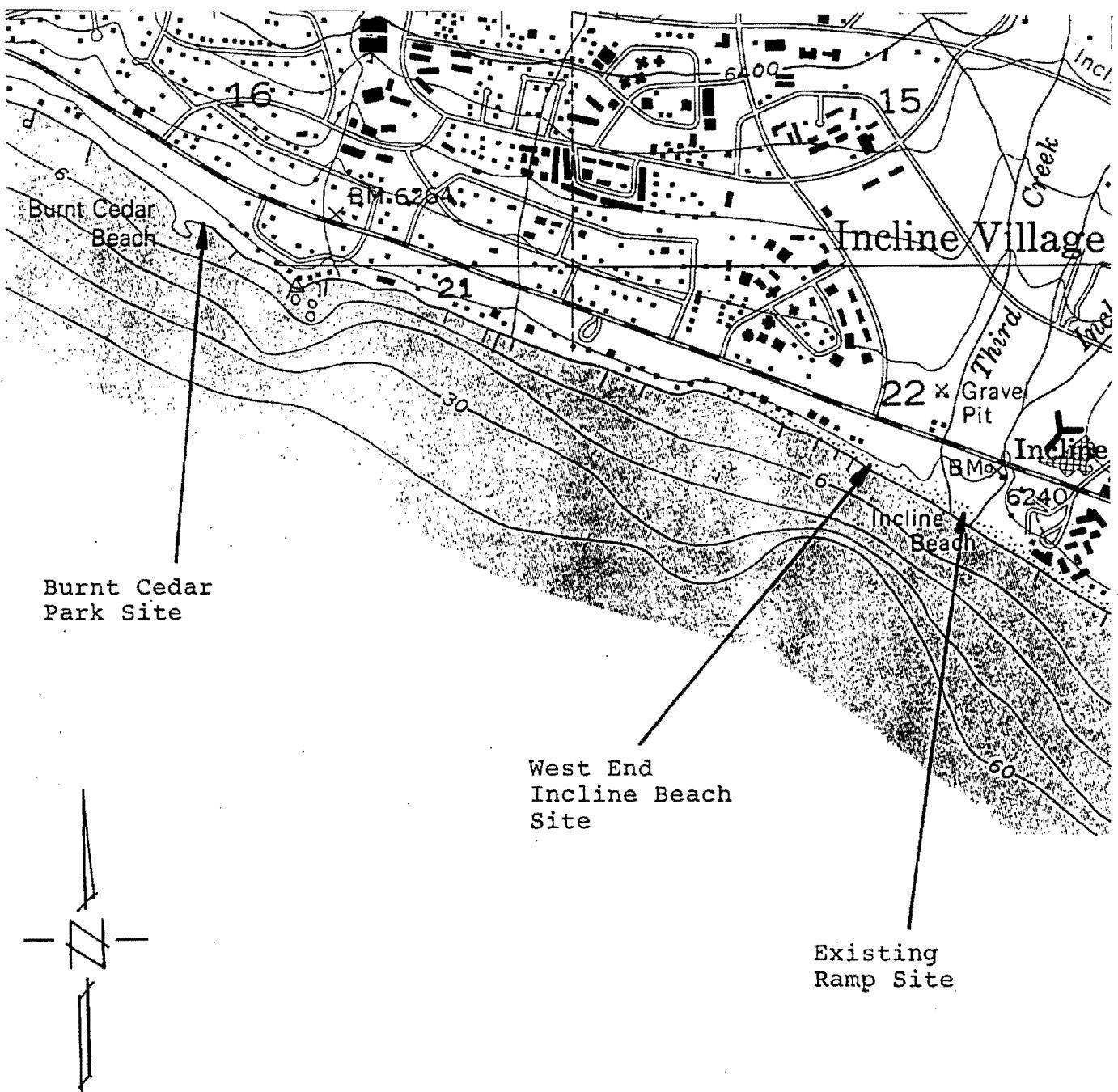


Figure 1 Location of Existing and Potential Launching Sites

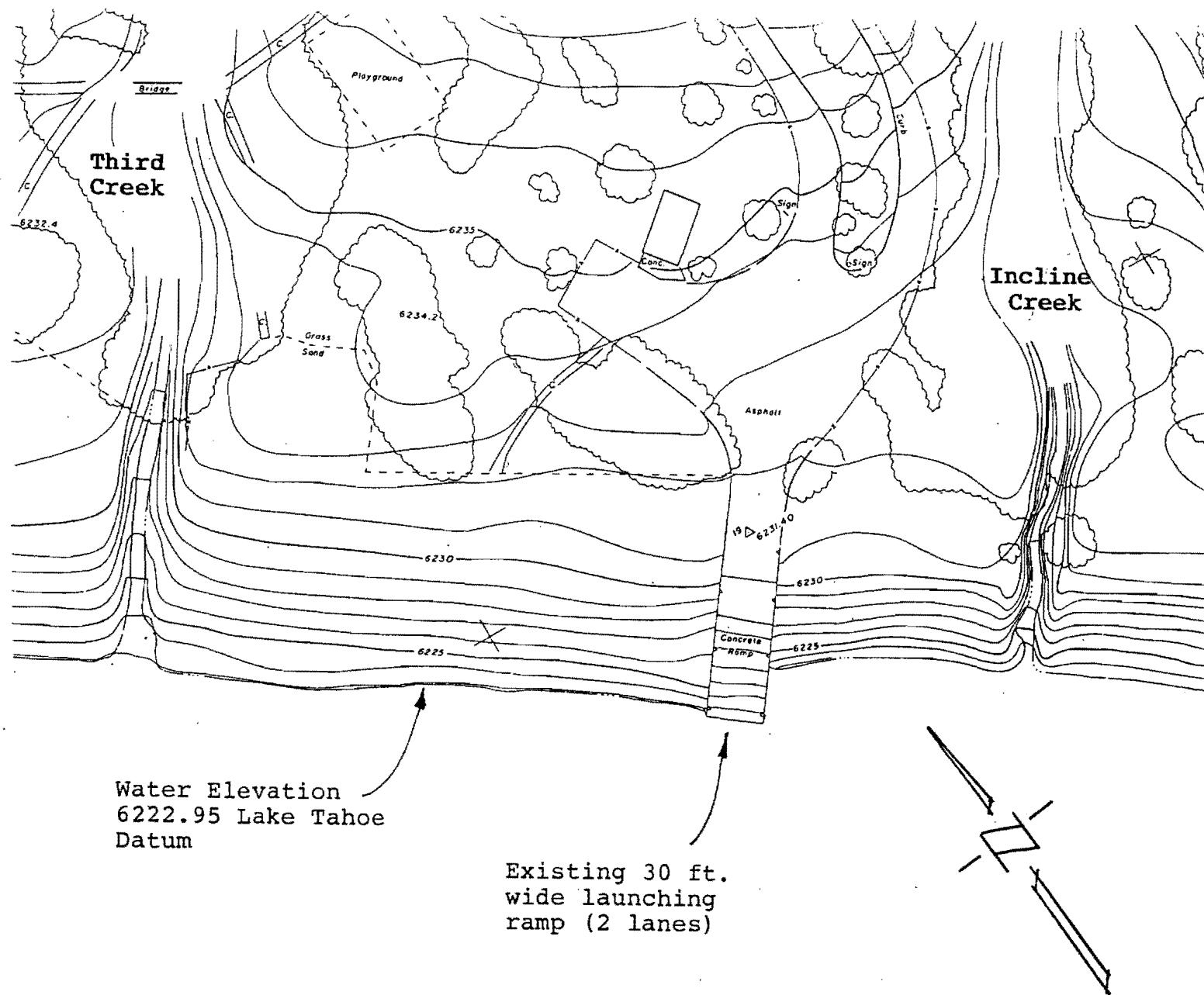


Figure 2 Existing Launching Ramp

presentations and comments thereafter. The Workshop was intended to be a "thinking" meeting to provide a basis for determining future steps that might be taken to improve launching and retrieval for local boaters.

Scope of the Preliminary Evaluation

At a meeting on June 30, 1995, IVGID staff expressed their preferences for a preliminary evaluation of options as opposed to more detailed site investigations and analyses such as site specific littoral drift studies and computer modeling of design waves. The focus of the evaluation was to be on a review of information already compiled for the existing boat ramp and the alternative launching sites at Burnt Cedar Park and the west end of Incline Beach; the general familiarity of the consultants with the wave climate and littoral transport characteristics of the area; the knowledge of the consultants regarding launching ramp design and use parameters; and discussions with the staffs of concerned regulatory and administrative agencies.

Evaluation of Options

Options for improving the existing facility or for constructing a new facility have been compared in terms of the following evaluation criteria:

1. That a breakwater be provided for boater safety that would not involve an attendant risk of significant shoreline erosion or deposition.

A breakwater should be at least 300 feet from the shoreline in order to minimize the risk of significant shoreline erosion or deposition. (See "Breakwater Options" in Part II)
2. That the facility be useable at the mean low water elevation of 6223, and preferably during an extreme low lake level of 6220; and that the ramp and access features comply with accepted design criteria for features such as slope and lane width.

A ramp toe elevation of 6220 is required for use at the mean low water elevation, and 6217 for preferred useability at the extreme low lake level.
3. That the option is possible under the existing regulations and policies of the Tahoe Regional Planning Agency and the Nevada Division of Wildlife.

The following is a summary description of the options and a tabular comparison in regard to the evaluation criteria.

Existing Ramp Facility

Permanent physical improvements of any kind, such as a new boarding pier or breakwater, will not be permitted since the existing ramp lies within 120 feet of Incline Creek, and new improvements within 200 feet of a creek mouth are prohibited by TRPA ordinances. The Nevada Department of Wildlife has pending restoration and fish stocking projects for Incline Creek and would not support new improvements to the existing facility.

Therefore, the existing facility is evaluated in its present condition as a "no project" option.

Past Proposal for a New Facility at Burnt Cedar Park

The July 6, 1993 proposal for a launching ramp facility at Burnt Cedar Park is shown in Figure 3 and appears to have a ramp toe elevation of about 6217 and access to the lake that would be achieved by dredging out to deeper water. It also proposed a rock rip rap breakwater extension to the existing jetty to protect the ramp. The proposal showed both the breakwater and the dredged channel as encroaching past the lakeward extension of the park boundary onto submerged lands in front of private properties to the east.

Any modification to this proposal to meet the evaluation criteria would involve the same elements as the modified proposal for a Multiple Use Facility at the West End of Incline Beach, but with greater potential costs and impacts on neighboring residential properties. Therefore, only the past proposal is evaluated for this site.

Past Proposal for a New Facility at West End Incline Beach

The February 9, 1994 proposal for a launching facility at this site is shown in Figure 4, and included a ramp with a toe elevation of 6217 that would be achieved without dredging. The ramp and adjacent access pier was aligned to the south and wave protection provided by breakwater segments beneath the pier and lakeward of the end of the ramp.

A subsequent survey of bottom elevations by IVGID staff showed that this ramp would not reach a toe elevation of 6217 without dredging. That fact, together with the close proximity to shore of the proposed breakwater elements and the potential for shoreline erosion, prompted the revisions evaluated under a separate Multiple Use Facility option. The past proposal is evaluated below without revision.

Potential Multiple Use Facility at West End Incline Beach

In order to provide wave protection at either the Burnt Cedar or West End Incline Beach sites, the breakwater would have to be located about 300 feet from shore to avoid significant shoreline erosion and deposition. By locating the breakwater further offshore,

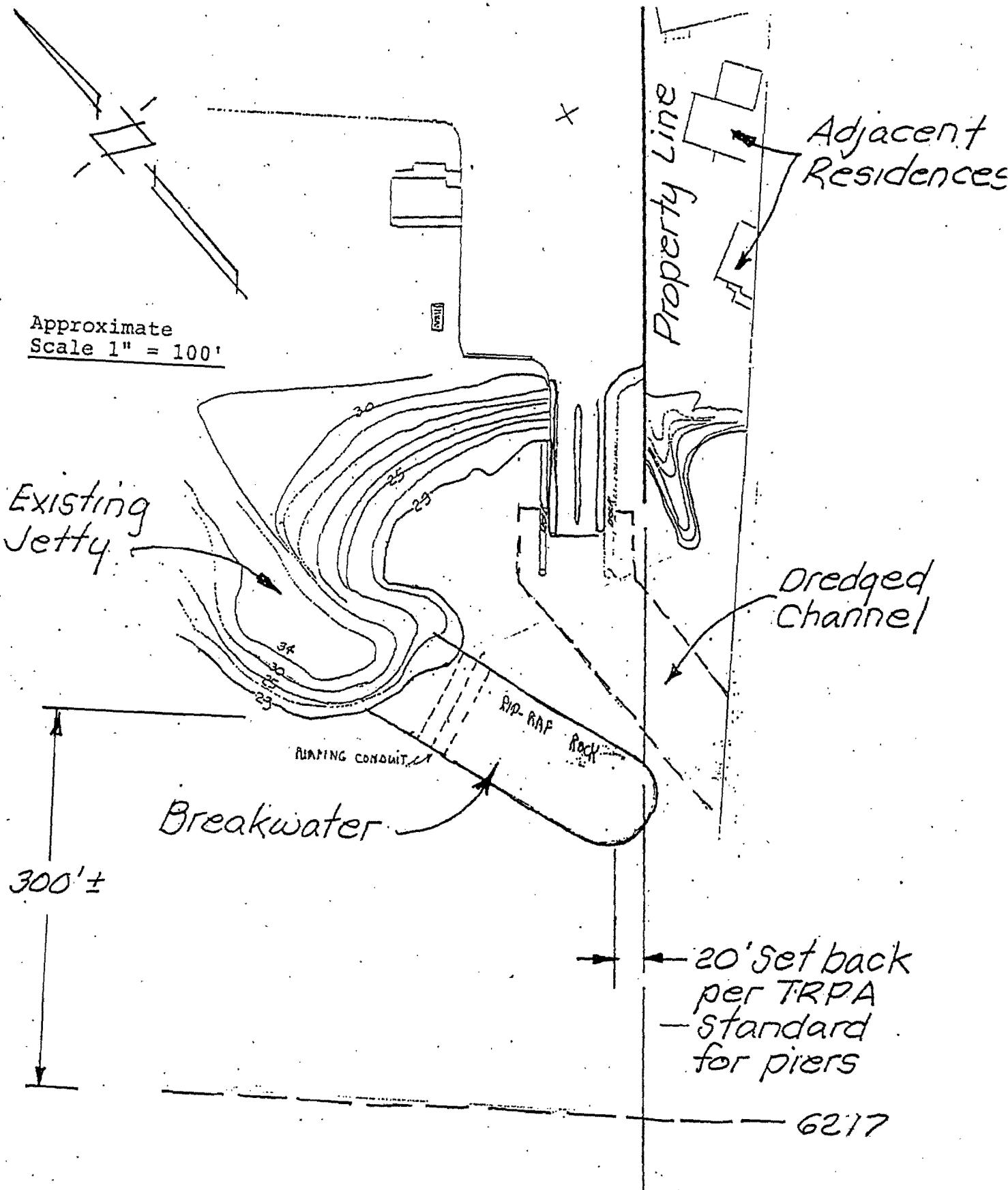
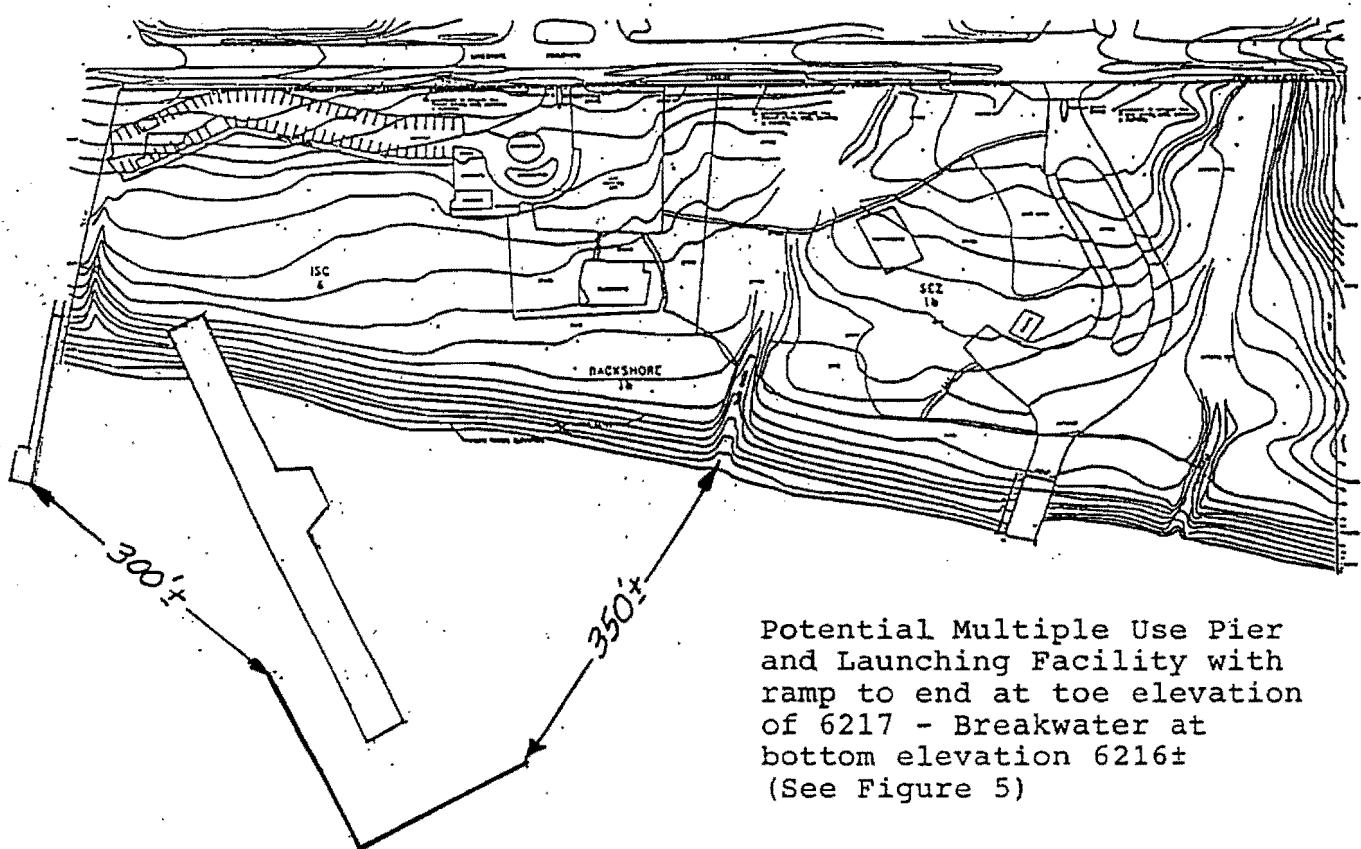
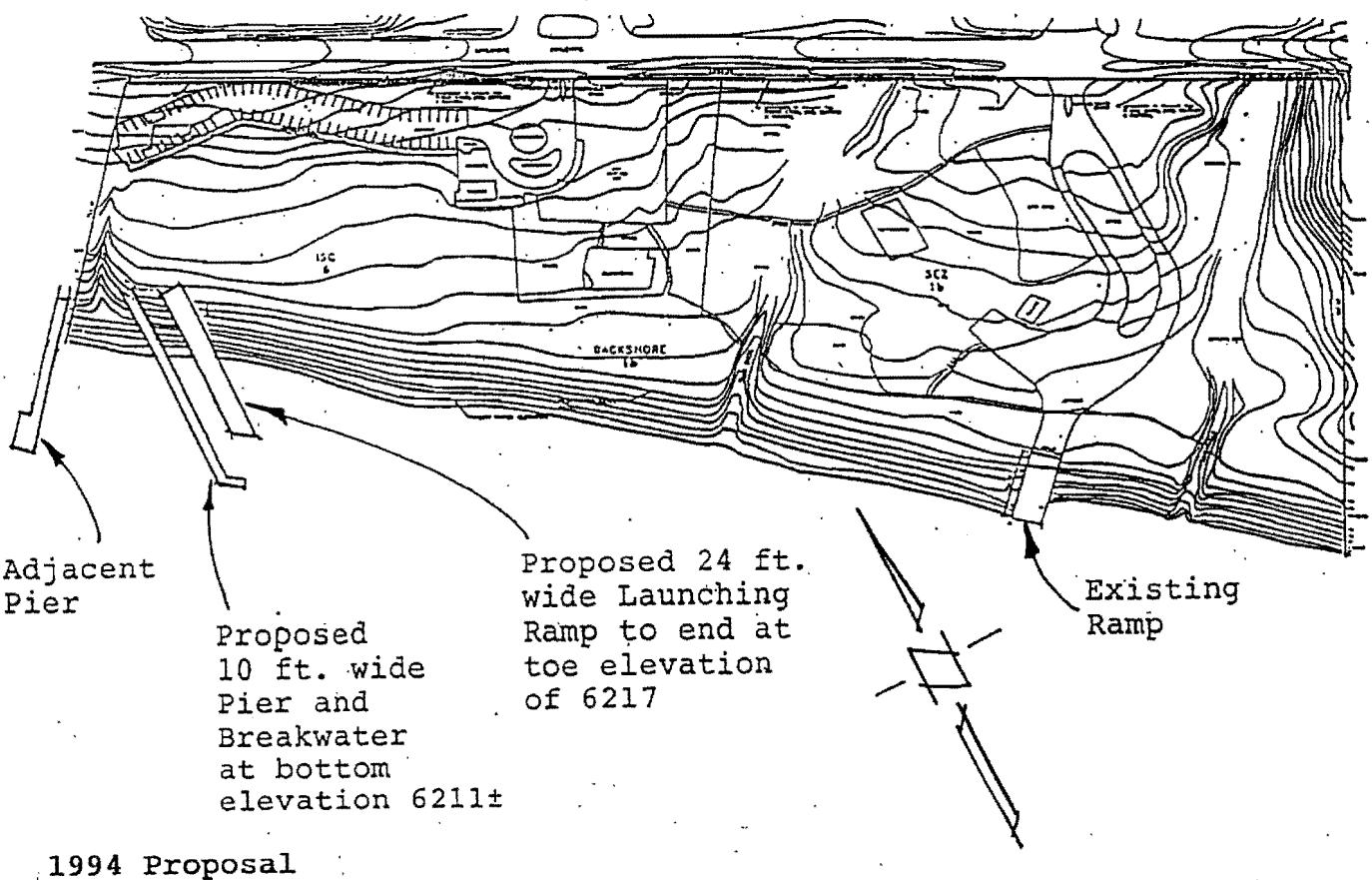


Figure 3 1993 Proposal for a Landing Ramp at Burnt Cedar Park



Comparison to Potential Multiple Use Facility

Figure 4 1994 Proposal for Launching Facility at West End Incline Beach

the ramp can also be placed in deeper water that would meet extreme low lake launching objectives.

A potential multiple use facility is shown in Figure 5, and would consist of an open piling vehicular access pier with the launching ramp at the end and a lakeward breakwater that would protect both the ramp and the boarding area. The pier would also provide pedestrian access along a walkway adjacent to the vehicular lanes and separated by a safety railing. A turnaround would be provided midway along the access pier to limit the distance that drivers would have to back to reach the ramp.

As shown in Figure 4, the easterly end of the breakwater would be about 350 feet from the mouth of Third Creek, and the westerly end would be about 300 feet from the adjacent single family pier.

There is the possibility that the facility could be used for tour boat or over water transport access. TRPA staff pointed out that the Hyatt is considering a long pier for such a purpose, and that benefits to both Hyatt and IVGID might be realized by abandoning the proposed Hyatt pier and incorporating that lake access into a District multiple use facility at the west end of Incline Beach. Potential benefits from incorporation of a tour boat access under such a joint sponsorship include lower capital costs by joint participation for both the lakeward facility and upland support parking, as well as income generated from an agreement with tour boat or water transport operators..

Table 1 Comparison of Options

Option	Attainment of Evaluation Criteria		
	Wave Protection	Usability	Regulatory Constraints
Existing Facility - No Project	No	No	Nonconforming
Past Proposal Burnt Cedar Site <i>At mean low water 6223</i> <i>At extreme low lake 6220</i>	No	Yes Yes	No
Past Proposal West End of Incline Beach <i>At mean low water 6223</i> <i>At extreme low lake 6220</i>	No	Yes No	No
Multiple Use Facility West End of Incline Beach <i>At mean low water 6223</i> <i>At extreme low lake 6220</i>	Yes	Yes Yes	Possible

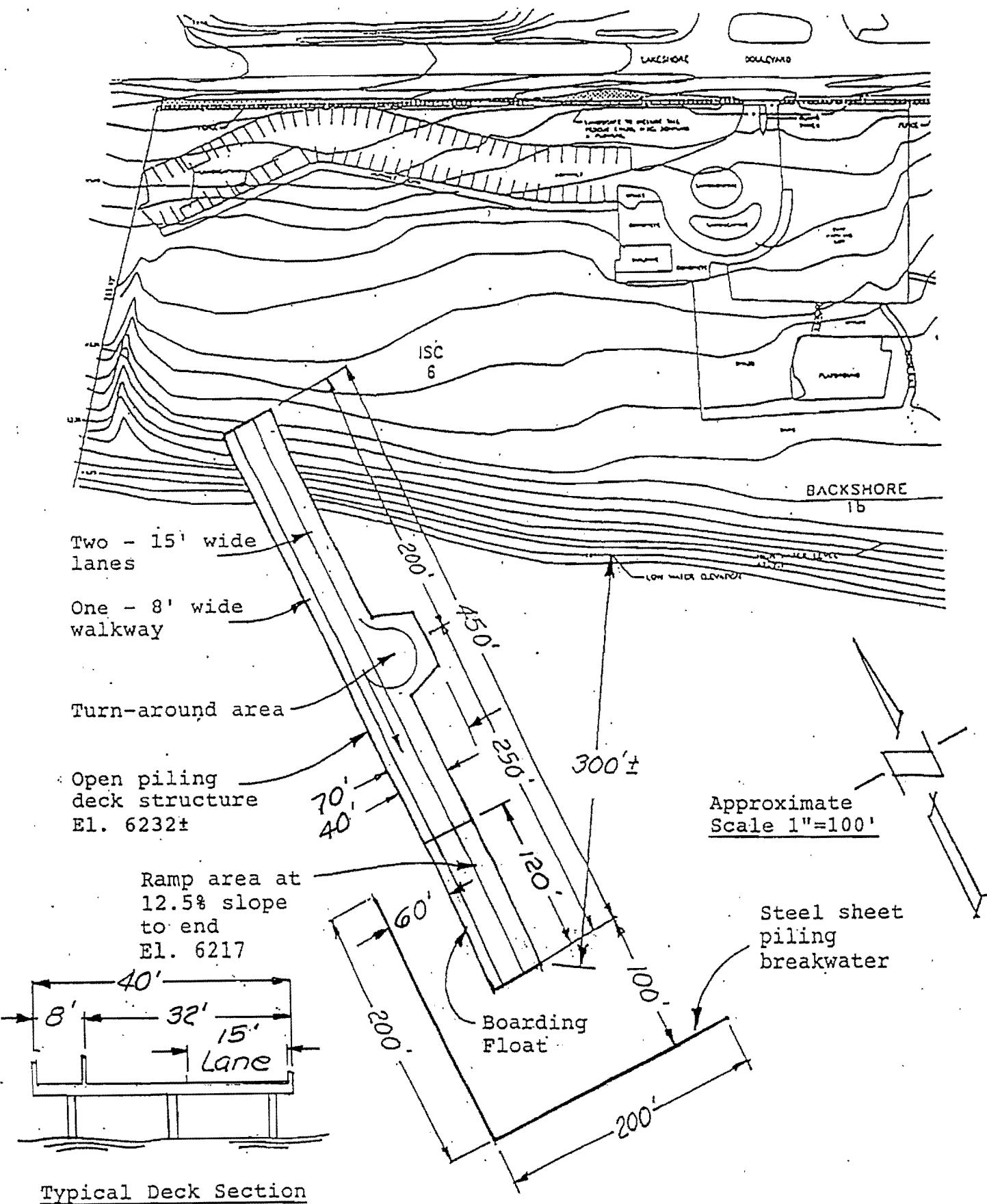


Figure 5 Self-Launching Boat Ramp Facility at West End Incline Beach

Regulatory Constraints

TRPA advance planning staff does not consider the potential for increase in persons using a new multiple use facility to be an insurmountable problem since the allocations for new lakeside recreational use are "underused." It was also emphasized that unrestricted public access has not been adopted as a board policy, and that the definition of public access in future projects would be dealt with in specific project application reviews.

The scenic aspects of a new breakwater and those portions of the pier structure visible from the lake will be closely addressed by TRPA, and it will be important to soften the visual impacts. This can be done by minimizing the profile of the pier and varying the top line of the breakwater as shown in Figure 6. For purposes of estimating potential costs, the steel sheet breakwater alternative with varied top line elevations is used since a rock rubble breakwater could increase breakwater costs by up to 30 percent.

Both the TRPA and Nevada Division of Wildlife staff representatives believe that any identified impacts on fish habitat or spawning areas might be significantly mitigated by the removal of the existing ramp, and that the potential of consolidating the pending Hyatt proposal for a new tour boat pier east of Incline Beach with the IVGID proposal could add further mitigation.

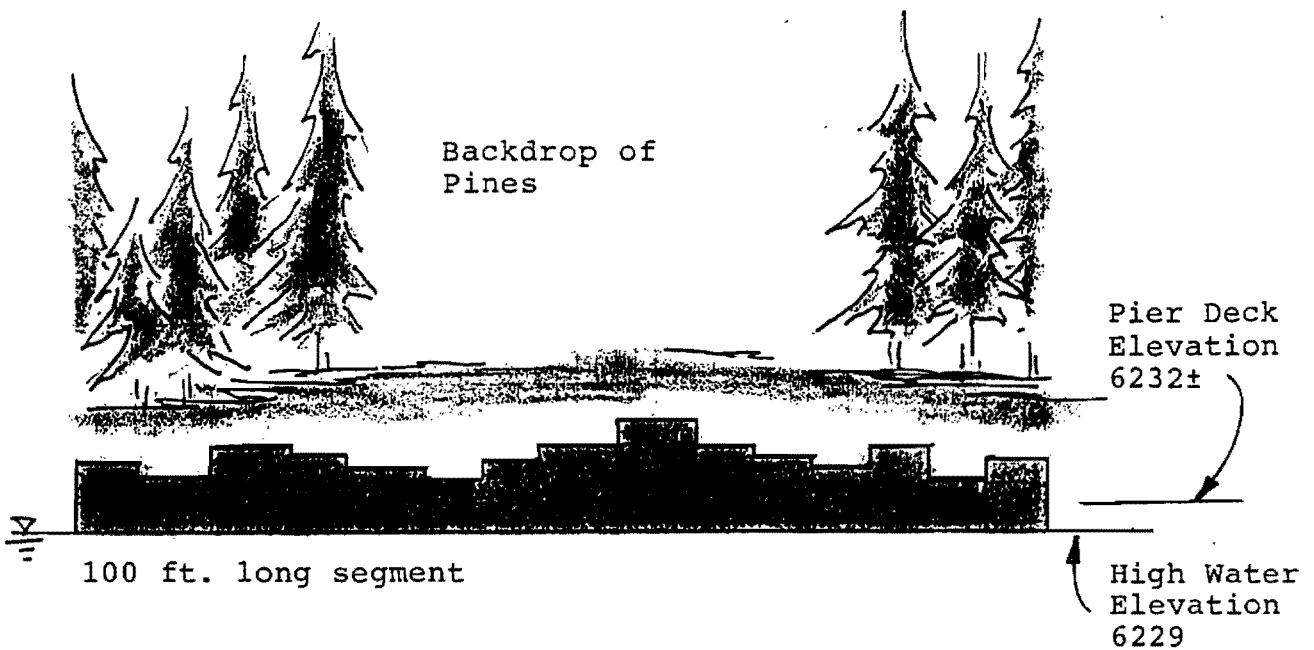
Conclusions

The West End Incline Beach is recommended as the best and only practical site for a new facility that can provide boat launching under extreme low water conditions with potentially acceptable environmental impacts given the attendant removal of the existing boat ramp.

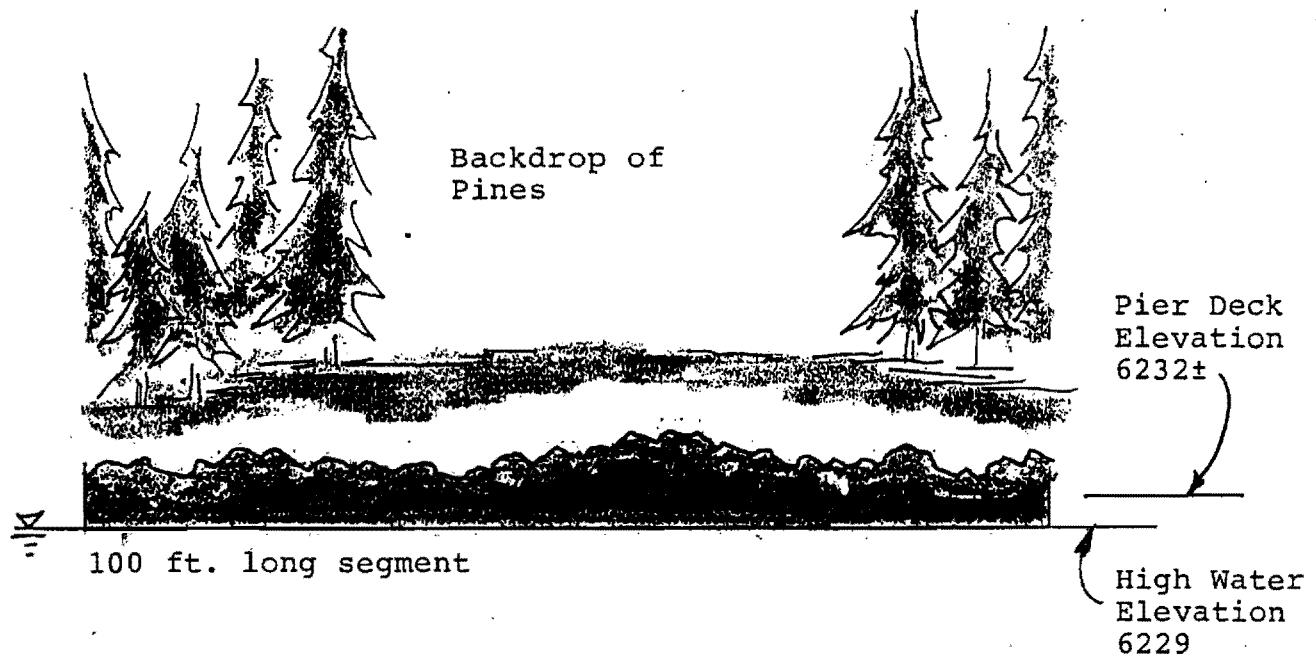
The possible installed cost of the Multiple Use Facility at this site, excluding upland costs for parking and access could approach \$ 3,200,000; and the District must decide whether further investigations of this option are feasible. It has been reported that such a facility might prompt a legal challenge from adjacent owners, but no attempt has been made to quantify such a risk or the cost of responding to such a challenge.

Should the Board of Trustees decide to investigate this option further, then they should authorize detailed planning studies and the preparation of a complete project plan that includes both the lakeward launching facility and the upland access and parking components. The project plan would also include an environmental information report that would include visual graphics to address TRPA scenic value concerns as well as other required technical and site investigations to demonstrate the viability of the project.

As a prelude to detailed planning studies, it is recommended that District staff be authorized to explore the potential for cooperative efforts with the Hyatt regarding the tour boat/water transport access and upland support facilities.



Steel Sheet Piling Breakwater with Top that varies from 6234 to 6240



Rock Rubble Mound Breakwater

Figure 6 Illustrations of Softening Breakwater Profile

II. PRELIMINARY STUDIES AND INVESTIGATIONS

Where technical terms are italicized in the following sections, their definitions may be found in the Glossary, Appendix A.

General Description of the Wind and Wave Climate

Deepwater wave conditions for Crystal Bay are some of the most significant in Lake Tahoe. Presented in the following tables are predicted *wave heights* and *periods* for extreme events and for normal seasonal conditions. The extreme event analysis focuses on winter periods when wave growth is greatest. The seasonal predicted wave heights and periods are for warm month conditions from late spring to early fall.

An Army Corps of Engineers numerical model was used for these predictions. The model inputs included wind directions, wind duration and speed, *fetch length*, and temperature differences between the lake water and the atmosphere. The model predicted that wind developed waves from the south southwest would have the greatest impact on the existing and potential sites, and that the *longshore component* of these waves would develop an easterly flow in the *littoral zone*. Tables 2 and 3 show wave conditions predicted for Incline Beach.

It should be noted that although winds may come from the south and southeast, waves generated by these winds will be turned by *refraction* as they pass over the shallower bottom contours and approach the shoreline from a more southwesterly direction. Therefore, boats being launched or retrieved on a ramp may often be subjected to wind forces from one direction, and wave forces from another direction. It is essential for boater safety that at least one set of these forces be blocked, and it is usually the wave forces that are blocked by a protective breakwater.

Table 2. Deepwater Wave Characteristics During Extreme Events

Wind Speed (mph)	Wave Height (ft)	Wave Period (sec)
50	8-9	5.8-6.0
60	10-12	6.5-7.5
70	13-15	7.0-7.5
80	15.5-17.0	7.7-7.9

Table 3. Deepwater Wave Characteristics During Normal Warm Season Conditions

Wind Speed (mph)	Wave Height (ft)	Wave Period (sec)
10	0.5-2.0	2.4-3.0
20	2.4-2.6	3.4-3.5
25	3.3-3.5	3.9-4.2
30	4.3-4.5	4.3-4.4
40	6.0-7.0	5.1-5.4

Littoral Zone Characteristics

Longshore sediment movement along the Crystal Bay shorezone is described in "Sedimentology of the Littoral Zone in Lake Tahoe, California-Nevada" (Osborne, Robert H. et al., 1985). Dr. Osborne finds an easterly movement of sediments along the Crystal Bay shoreline. This study also documented an easterly flow near the Incline Beach project sites. His conclusions are that there is a resultant eastward component to *longshore transport* in Crystal Bay, that *bi-directional transport* is also evident, and that these transport vectors are of minor importance when compared to *onshore-offshore transport*.

Osborne examined the presence of sediments derived from volcanic rocks found in a seawall directly adjacent to Incline Beach. This presence of volcanic rock *petrofacies* in the littoral zone documents the easterly *littoral transport* trend. The presence also documents the intensity of the transport. Osborne states, "The analysis of *synoptic* winds . . . indicates that Crystal Bay might be expected to experience rather persistent, eastward-directed, longshore sand transport. If this were the case, the minor volcanic-enriched petrofacies at stations 61 and 62 should be diluted beyond identification by much more voluminous sand from the west. Although some dilution may occur, the temporal persistence of the minor petrofacies suggests that there is little net transport to the east."

The impact of Third and Incline Creeks was also studied by Osborne in June, 1983 by sampling stream deposits and the characteristics of the beach 50 feet from the mouths of the streams. Dr. Osborne concluded that the influence of sand discharges from Third and Incline Creeks could not be found on the beaches 50 feet away from the mouths, a

conclusion that reinforces the strong onshore-offshore transport and the minor longshore transport.

The Osborne study also documents a canyon near the site of one of the proposed launch facility sites at the west end of Incline Beach. This canyon acts as a sink and removes longshore transported sediment material from the littoral zone.

Third and Incline Creeks obviously contribute sand to the shorezone of Crystal Bay, and Glancy (1971) examined the contribution from the discharge of sediment from Third Creek. Glancy reported a total sand discharge of 3,128 cubic yards in 1970. During the highest recorded stream flow for that year, 35 percent of the discharged sand was coarser than 1.0 mm, and only 19 percent was coarser than 2.0 mm. Mean grain sizes that are *hydrodynamically stable* on the beaches range from 0.75 mm to 2.15 mm in diameter. Thus, a maximum of 1,095 cubic yards of sand sized sediment was delivered and remained on the beaches in 1970. Assuming an annual delivery of this volume of sand, a beach of up to 44 feet long and 20 feet wide could be maintained by sand contributed from Third Creek. Since Osborne found no evidence of this discharge 50 feet away from the mouth of Third Creek, it illustrates that a great deal of the sediment delivered by the streams is carried out into the *nearshore area* with the finer particles (less than 0.75 mm) lost to deep offshore waters beyond the littoral zone.

In summary, the severe winter storms mobilize these stable sands in the deeper waters of the littoral zone and bring them up to the shallower waters where they are gradually moved back out to deeper water by the summer storms.

Breakwater Options

There are a number of *wave attenuation* methods that could be used, and they range from fixed to floating breakwaters. Fixed breakwaters include rock rubble mounds and steel sheet piling structures. Floating breakwaters range from partially submerged buoy fields to floating structural shapes of several different geometries, all of which are anchored to the bottom. Air bubble plumes rising from perforated pipes on the bottom also attenuate waves, but they are not effective against the high energy wave *regime* in Crystal Bay, nor are they effective in irregular, choppy conditions.

The difficulty of anchoring floating breakwater devices in the high energy waves that will be encountered, and the attendant wear on anchoring cables and connections have prompted the use of fixed breakwater options for the purpose of this evaluation. The possibility of floating breakwaters may be revisited if final design investigations are undertaken which would include information about the offshore bottom materials.

The problem with all of these devices is that they, by design, block wave energy from a given segment of shoreline where the protection is desired, and cause deposition of littoral sediments behind the breakwater as the waves are attenuated and lose their power to move material. Material trapped behind the breakwater can no longer replenish sands

lost to the shoreline on either side of the breakwater, and this loss may be replaced instead by sands newly eroded from the shoreline.

As a breakwater segment is placed further from shore, it casts a smaller "shadow" on the shoreline until its effect is diminished to the point that the resulting deposition of littoral sediments becomes negligible. Figures 7 and 8 illustrate the way that incoming waves are *diffracted* around the ends of a breakwater with attendant loss of wave height and energy.

A breakwater about 300 feet in length parallel to the shore and more than 300 feet from the low water mark should not cause significant erosion or deposition along the Crystal Bay shoreline. Some deposition will occur offshore behind the breakwater, but this can be addressed in preliminary design studies that would review the efficacy of such features as low level openings in the breakwater through which fine sands might be sluiced out to deeper water.

Boat Ramp Design Considerations

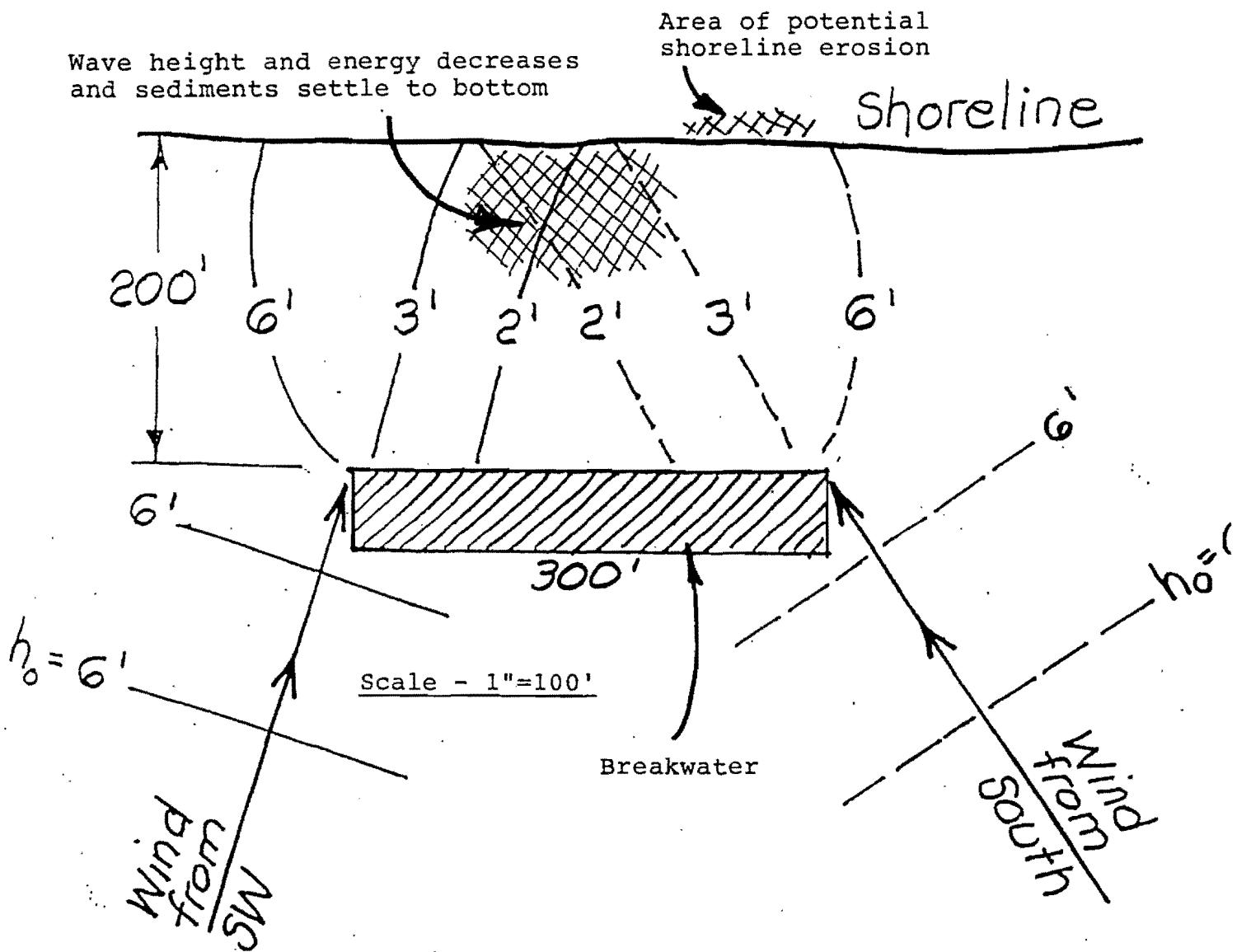
The California Department of Boating and Waterways generally requires that the toe elevation at the end of the ramp be at least 3 feet below design low water, and that the slope of the ramp be no less than 12 percent nor greater than 15 percent. Flatter slopes present the risk of losing submerged brakes before the water is deep enough to float the boat, and steeper slopes are not appropriate to safe launching.

The record low lake level is 6220.5, and the mean low water is 6223.0 *Lake Tahoe Datum*. Recent proposals by Incline Boaters for new ramps at Burnt Cedar Beach and Incline Beach were for ramps with toe elevations of 6217.0 in order to maintain effective use during extreme low lake levels. That toe elevation is used for the purposes of this preliminary evaluation of options, and the question of changing this criteria can be addressed in subsequent preliminary design should the District decide to proceed with such studies, and wish to identify the reduction in costs from raising the toe elevation.

The existing and potential sites all have shallow water conditions that would preclude their effective use during low lake levels without the use of an elevated deck to get out far enough to have a ramp at the end that would have a toe elevation of 6217 and a slope within the recommended design criteria.

Although the 170 foot long extension to the existing ramp proposed in 1991 would have ended at a bottom depth of about 6217 as measured in March, 1994, the slope of that extension would have been less than 1 percent for the lakeward 120 feet in comparison to the minimum recommended slope for launching ramps of 12 percent.

Any dredging of the bottom sediments to achieve lower ramp elevations would be quickly filled in with sediments mobilized by the high energy wave climate, not to mention the probability that permits for such work would be denied by the regulatory agencies.



Incident Deep Water Wave (h_o)

Wind speed - 40 mph

Wave height - 6 ft.

Period - 5.1 sec.

Length - 130 ft. \pm

Figure 7 Potential Shoreline Erosion and Deposition Behind Nearshore Breakwater

Shoreline

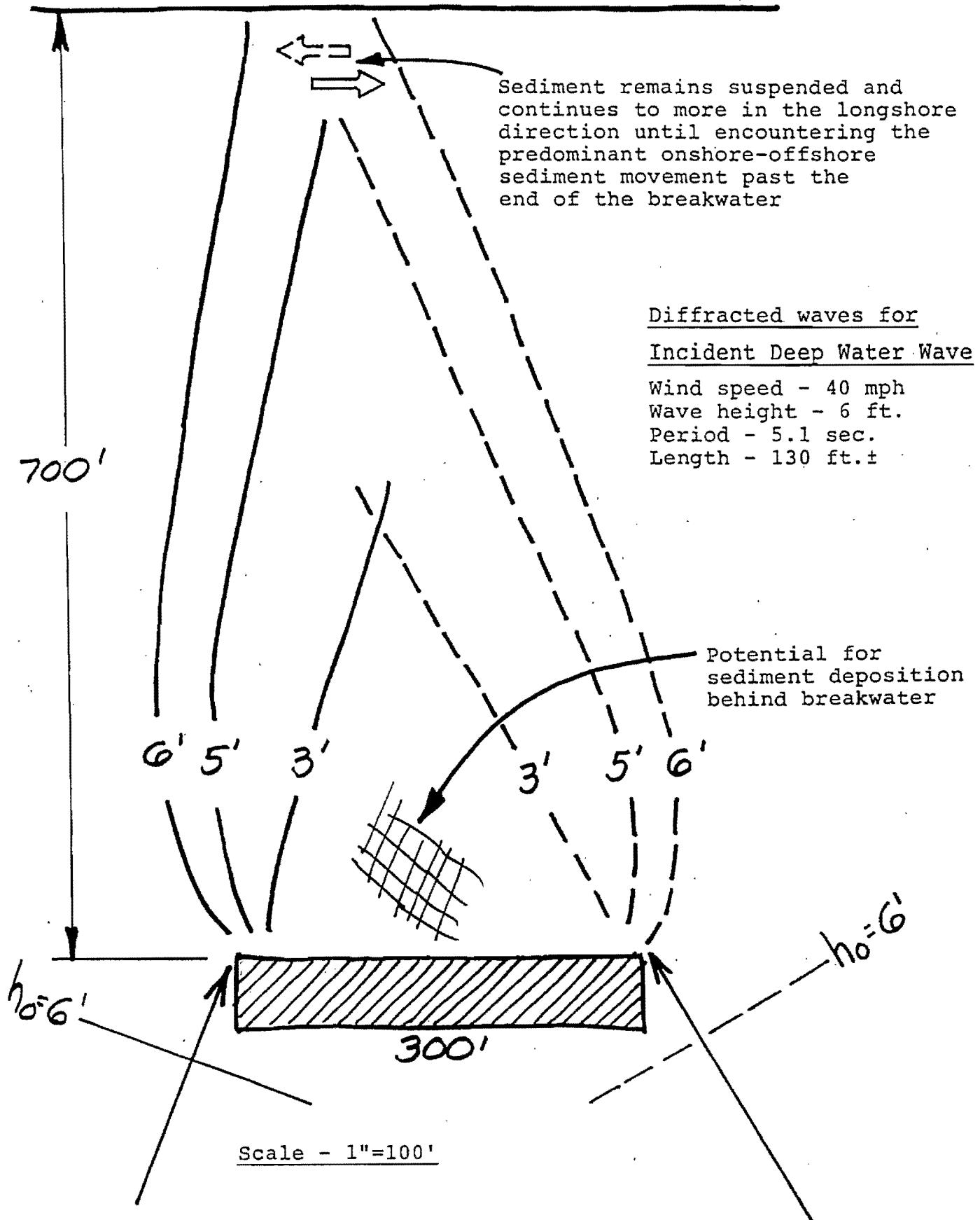


Figure 8 Sediment Movements Behind Offshore Breakwater

Therefore, an elevated deck is required and must be supported on open pipe piling since the use of a solid or semi-permeable support such as steel sheet piling or rock rip rap jetty would not be appropriate due to potential adverse shoreline erosion and deposition.

Randy Moory previously studied the impacts of structures supported by open piling in Lake Tahoe, and found that the open piling would present some interference with longshore sediment transport. Through statistical analysis of over 30 piers in Lake Tahoe, Mr. Moory found that these structures induced a *fining trend* across the width of the pier by disrupting wave flow through the open pilings, but determined that this effect was insignificant.

Potential for a Multiple Use Facility at West End Incline Beach

Offshore Water Depths

The offshore canyon mentioned in the Osborne study is shown in Figure 9 which is taken from U.S. Coast and Geodetic Survey Chart 18665 for Lake Tahoe. This chart indicates a bottom elevation of 6216 approximately 360 feet from the shoreline. The actual bottom elevations would have to be confirmed, but the foregoing may be accepted as an indicator that depths of 3 feet or more may exist some 300 feet from shore during an extreme low lake level of 6220.

The foregoing is in general agreement with bottom shots obtained by IVGID in March, 1994 and shown in Figure 10. The open-piling pier and ramp are in the same general location and alignment as those proposed by Richard L. Mudgett in February, 1994. However, the end of ramp in that proposal would have been at a bottom elevation of 6219 rather than the 6217 indicated, and Figure 10 shows a structure long enough to achieve the desired toe elevation about 300 feet from the low water line.

Possible Features of a Multiple Use Pier at Incline Beach

Boat Launching

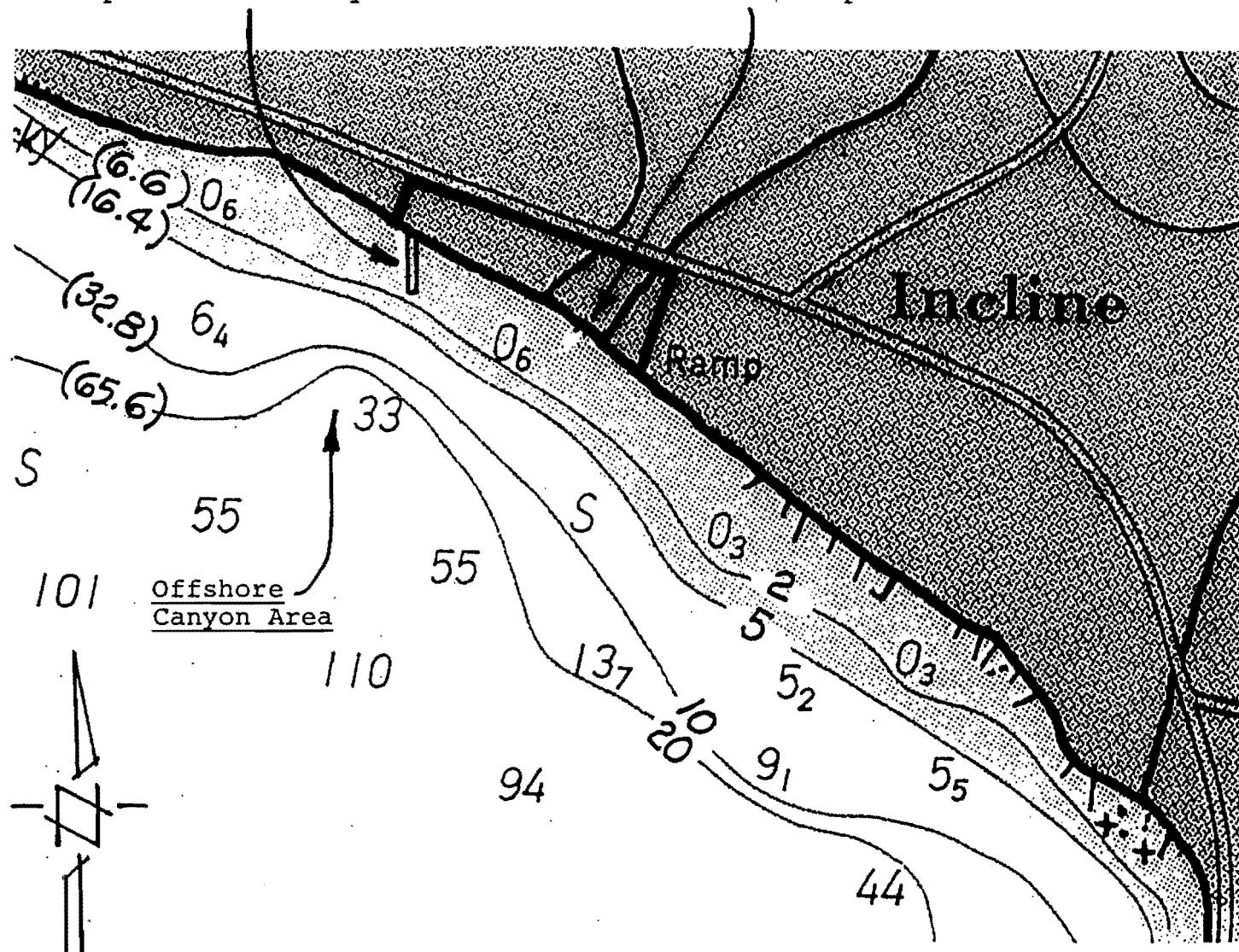
The options for launching off an open pile pier structure range from a broad access deck and conventional end ramp that could provide self-launching by boat owners, to a rail system along narrow lanes to vertical hoist launching facilities that would be operated by trained staff. All options include wave protection for the launching and boarding area.

Self-Launching Option

A broad access deck and conventional end ramp arrangement with two lanes would require a width of 15 feet per lane and a turn-around near the lake end of the pier as shown in Figure 5. This plan shows an 8 foot wide access walk on one side of the pier that leads to a boarding float.

Potential Site for 450' Long
Multiple Use Facility

Existing Shoreline
Boat Ramp



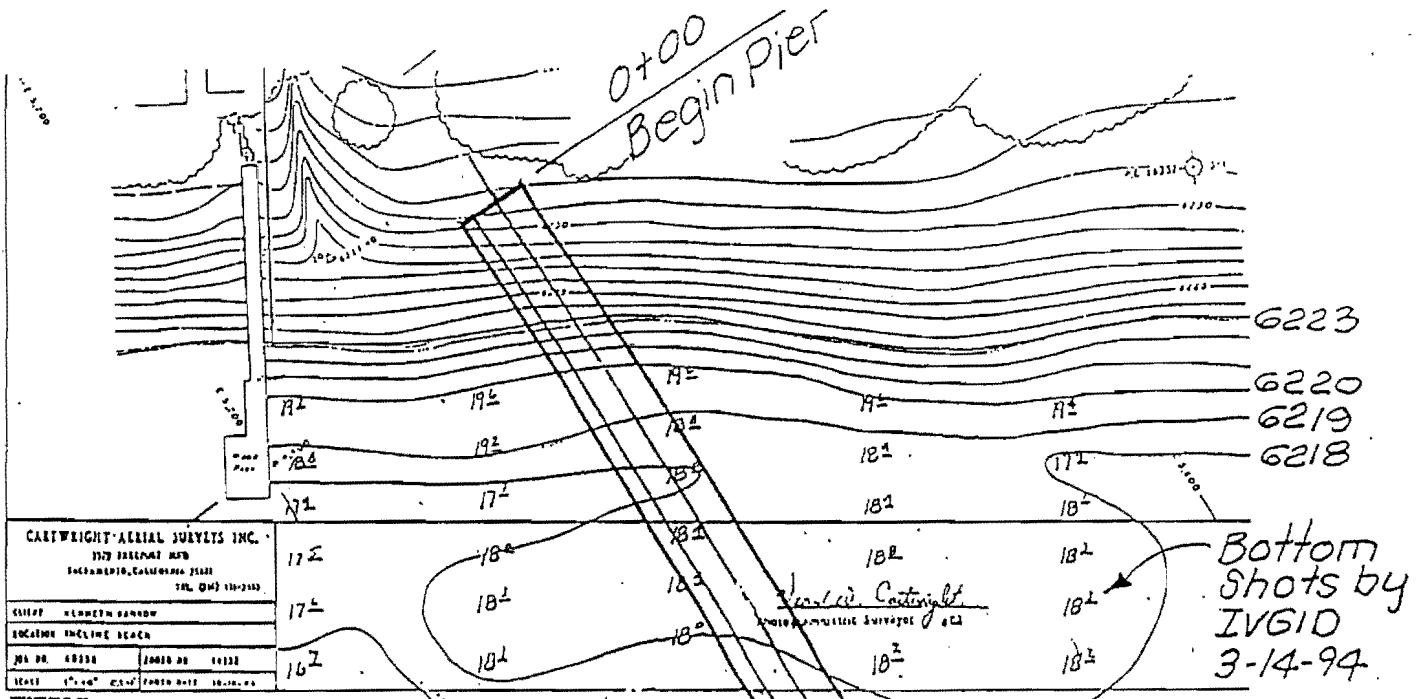
0 1000
Approximate
Scale in Feet

LEGEND	
5	Depth in meters
(16.4)	Depth in feet

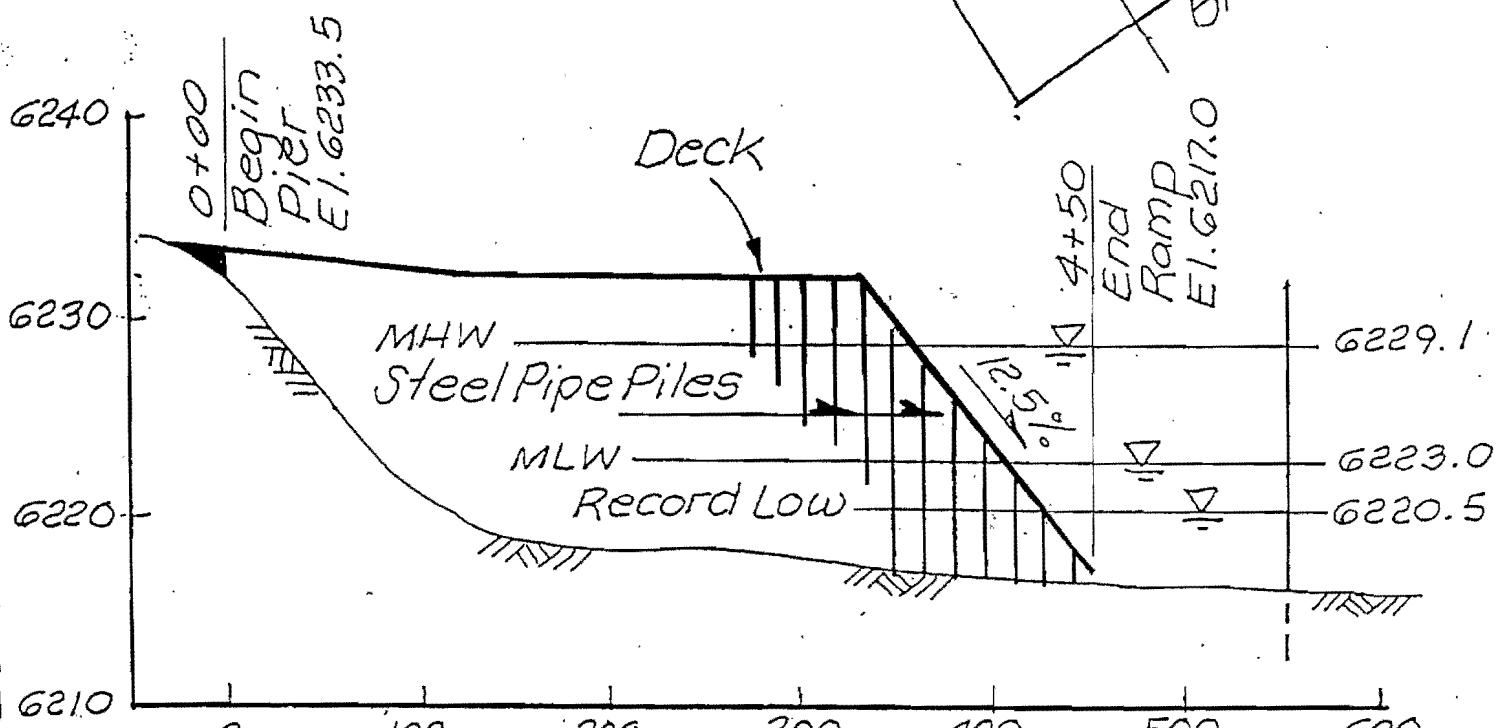
Notes:

1. Map is an enlargement from a portion of Lake Tahoe Chart 18665 NOAA Coast and Geodetic Survey, June 1992.
2. All depths are in meters below the Low Water Mark of 1896 meters (6223.0 feet) above mean sea level.

Figure 9: Offshore Bottom Topography at Incline Beach



RAMP AT TRUE SCALE



PROFILE WITH VERTICAL SCALE EXAGGERATED

Figure 10 Deck and Ramp Profile 108 1tiple. Use Facility at West End Incline Beach

The turn-around is based on the following general requirement for small craft boat launching facilities set forth in the March 1991 Layout, Design and Construction Handbook published by the California Department of Boating and Waterways.

On all launching ramps over 200' long and less than 60' wide (4 launching lanes), a 60' minimum diameter turn-around area should be provided every 200' to minimize car-trailer backing distances.

The disadvantages of this arrangement include the potential hazards and congestion caused by inexperienced users. The regulatory disadvantages are primarily those of scenic impact resulting from the broad pier structure.

Rail Launching Facilities

A possible rail launching facility would consist of a cradle or sling carrier on which the boat is loaded at the land end and which then carries the boat over fixed rails to the launching area at the end of the pier. The carrier moves onto a vertical hoist platform which is then lowered into the water.

Use of such facilities by boat owners would not be an option due to safety reasons and the need to maintain an efficient operation and minimize congestion. However, relocation of the existing ramp operation to a site near the pier might be considered in order to continue to offer self-launching opportunity during high lake levels. Such a relocated ramp would not have protection from waves since they would diffract around the offshore breakwater and still impact the ramp.

Figure 11 shows a possible option for a pier plan that would provide two 10 foot wide launching lanes with an 8 foot wide center access walkway leading to a boarding float.

Pier launching operations could be provided by IVGID staff or by a qualified outside contractor. The initial structure for launching charges would be determined on the basis of estimated capital and annual costs, and after other issues have been resolved such as use of the facility by the general public, and whether or not tour boat docking will be a feature of the plan.

Tour Boat Option and General Public Access

IVGID may wish to consider providing public access to tour boats as a means to offset capital and operating costs of a multiple use facility. Unrestricted public access is not now required by TRPA, and the definition of public access to a new launching ramp facility would be established during the project permit process. The potential for a multiple use pier and the issue of public access is reflected in the following statements contained in the recently released TRPA Shorezone Environmental Statement identified below.

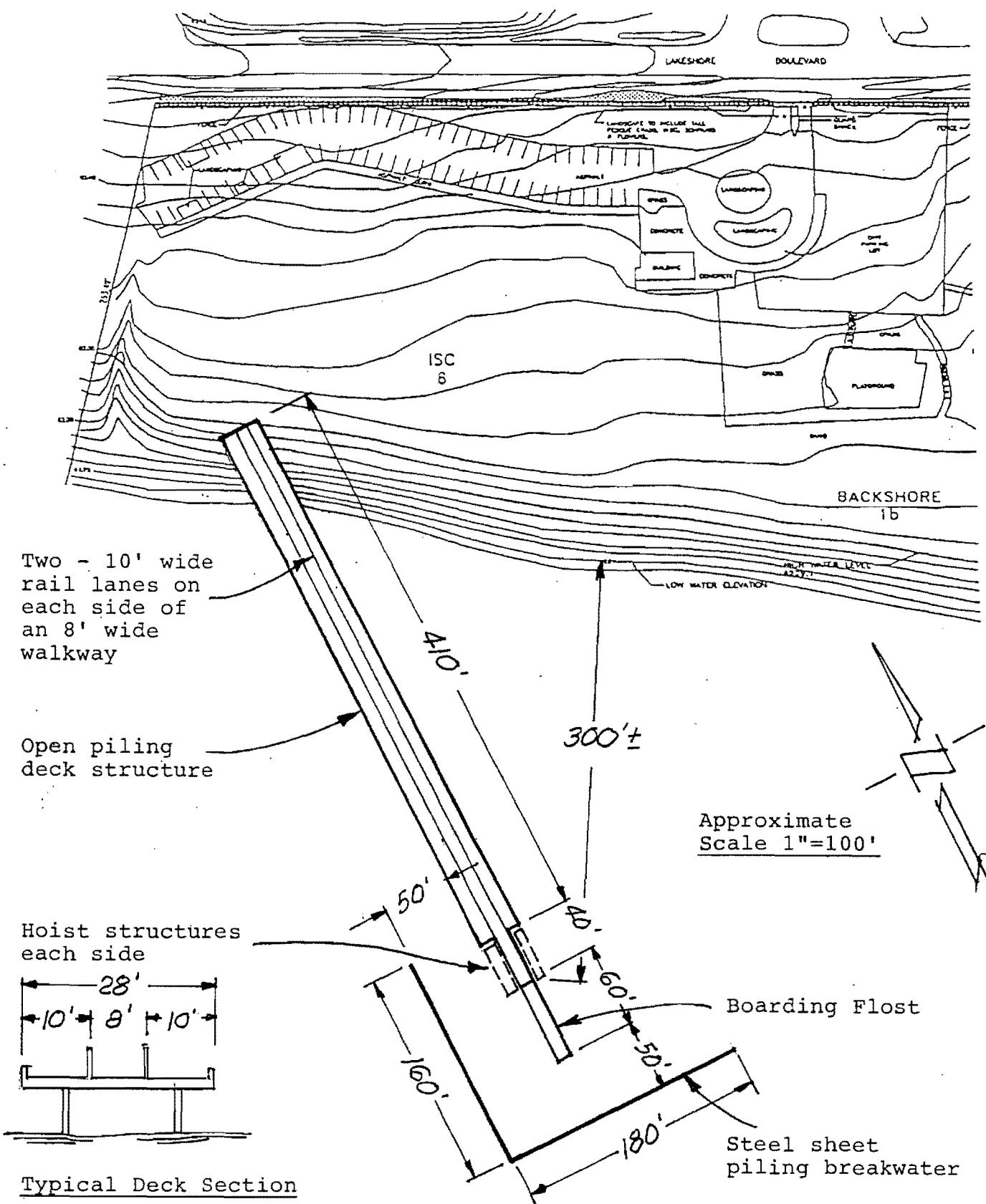


Figure 11 Rail Launching Facility at West End Incline Beach

Lake Tahoe Shorezone Development Cumulative Impact Analysis
Draft Environmental Impact Statement. September, 1995

Excerpt from Chapter 3.10 Recreation

Expansion of public access to the shores of the Lake is critical towards enhancing nearly all recreational activities in the shorezone. (Pg. 3.10-21)

Excerpt from Chapter 4.9 Scenic Resources

(Description of a Photosimulation of Alternative 3 at Incline Beach)

This photograph simulates the addition of a public multiple use pier and buoy field at Incline Beach. All existing private structures can be maintained but no expansion of or construction of new private structures can occur under Alternative 3. The public pier placed on Incline Beach is for example purposes only. Because the general public does not have access to this Beach, this site would not be eligible for a pier under Alternative 3. (Underlining added for emphasis).

TRPA staff emphasized that the foregoing was only an EIS option and was not an adopted policy.

The photosimulation did not include boat launching facilities. A public pier and buoy field without such facilities would presume that boats are launched and retrieved at some other location during low lake levels.

The potential multiple use facility would be significantly larger in plan view than the pier envisioned in Alternative 3; however, the primary scenic impact would be the lake view of the structure profile, and with the exception of the breakwater, the facility would not have a much greater profile impact than Alternative 3.

Upland Parking and Access

Although this preliminary evaluation is not intended to address upland considerations, it should be noted that the following questions would have to be addressed if more detailed planning studies are undertaken that include a general public access option.

1. Would public access require remote parking of vehicles and boat trailers with shuttle vehicle service to the pier, and are sites available for this purpose?
2. Would Incline Village residents want to have access to a tour boat or a water transit service, and, if so, what would be the support parking and ground transportation requirements?

Potential for a Multiple Use Facility at Burnt Cedar Park

1993 Proposal for a Launching Ramp

In July, 1993, Richard L. Mudgett proposed the plan shown in Figure 3. This plan proposed a rock rip rap breakwater that would be a 200 foot extension to the existing jetty in order to provide wave protection to the ramp.

The proposed breakwater would have to be shortened by 30 feet or more in order to comply with the 20 foot setback from the projected property line required by TRPA ordinance provisions for piers and this would reduce its effectiveness in protecting the proposed ramp.

The breakwater would also change the existing erosion and deposition patterns of bottom sediments in the shallow nearshore waters. The proposal shows a "pumping conduit" through the rip rap breakwater in anticipation of the need to remove accumulated sediments, but its effectiveness would have to be demonstrated to prove to TRPA that maintenance dredging would not be required.

The most significant problem however is that the proposed ramp would not meet the criteria of having a toe elevation of 6217 without dredging. As shown in Figure 3, a bottom elevation of 6217 is not reached until some 300 feet lakeward of the existing jetty. Other problems would include the close proximity of the ramp and upland support roads and parking to existing residences on the east and lead to the conclusion that the 1993 proposal was not an appropriate solution to providing effective boat launching facilities.

The Option of a Multiple Use Facility

The same self-launching and rail launching facilities utilizing an open piling access pier that were evaluated for Incline Beach would be required to provide protected launching at the Burnt Cedar site.

However, the Burnt Cedar pier would be from 200 to 250 feet longer than the comparable facility at the Incline Beach site depending on whether the Incline Beach pier was perpendicular to the shoreline or angled as shown in Figures 4 and 5, and the costs would be proportionately greater.

Regulatory Agency Responses to Options

Tahoe Regional Planning Agency (TRPA)

In discussion with Colleen Shade, TRPA advance planning staff, the following items were discussed with the objective of identifying any elements which might not be possible under the rules and regulations of the Agency.

1. Would the TRPA approve any new improvements at the existing ramp site such as a new boarding pier, or other physical improvement?

TRPA could not support due to the location of the ramp within 200 feet of the mouth of Incline Creek.

2. Would "unrestricted public access" be imposed as an approval condition on any new multiple use facility as implied in the Lake Tahoe Shorezone Development Impact Analysis, Draft Environmental Statement dated September, 1995?

No, that condition was part of one of the scenarios evaluated as options in the Environmental Statement and is not an adopted policy. The definition of "public" would be established during the processing of a project application

3. Will limitations on "Persons At One Time" (PAOTs) in a shorezone recreation area pose an obstacle to a new multiple use facility?

Definitely not if there is no increase in the capacity of the new facility over that of the existing one - such as a four lane launching ramp compared to the two lane existing ramp.

Even with an increase in capacity there would not be a problem at this time since lakeshore recreational PAOT allocations in the Incline area are now underused. The only qualification is that such PAOTs are on a first-come, first-served basis within a given area, and a problem could arise if some other development comes in first and claims all or most of the available new PAOTs.

4. What visual features would probably be considered most important in the Agency's scenic analysis?

The new breakwater would be the single most important visual feature viewed from the lake, and every effort should be made to "soften" its outline. A rock rubble breakwater with an varying top elevation could achieve this softening effect, particularly with the background of the pine covered upland.

An actual evaluation of scenic impacts could not be made until specific project proposals were submitted and mitigating efforts evaluated.

Nevada Division of Wildlife

In discussion with Pat Sollberger, Fisheries Biologist, the following issues were addressed.

1. Would the Division of Wildlife support any new improvements at the existing ramp site?

No, the Division is planning to restore the Third Creek stream environment, and to follow up that restoration with fish stocking. The Division will support an IVGID project to establish safe, useable boat launching facilities at another site that includes removal of the existing ramp.

2. Would development within presently designated fish habitat or spawning areas be opposed by the Division?

Not if the project gives adequate assurance that there would be minimal disturbance of the existing fish habitat. Boating activities should not conflict with spawning runs since the runs occur earlier or later than the normal boating season, but the project would be reviewed to determine if potential impacts might result from project related extensions of the boating season.

Copies of this report will be provided to both Colleen Shade of TRPA and Pat Sollberger, and Pat will comment in writing to TRPA.

Magnitude of Project Costs for the Lakeward Portion of a Multiple Use Facility at West End Incline Beach

The estimated project costs are set forth in Table 4. They are preliminary only and subject to change based on final design studies.

Table 4 Preliminary Estimate of Project Costs

<u>Item</u>	<u>Quantity</u>	<u>Unit Price</u>	<u>Amount</u>
Pier and Ramp			
Vehicular Deck	16,200 SF	30	486,000
Steel Pipe Piles	105 Ea	1,200	126,000
Pile Cap Beams	100,000 Lb	6	600,000
Pedestrian Deck	2,800 SF	20	56,000
Safety Railings	1,050 LF	20	21,000
Boarding Walk	800 SF	50	40,000
Subtotal			1,329,000
Steel Sheet Piling Breakwater			
Front Wall	200 LF	2,500	500,000
Front Toe Rip Rap	600 CY	70	42,000
Side Wall	200 LF	1,800	360,000
Side Toe Rip Rap	400 CY	70	28,000
Subtotal (1)			930,000
Total			2,259,000
Plus 15% Contingencies			338,850
Total Construction			2,597,850
20 % Allowance for Installation Services and Fees (2)			519,570
Total Project			3,117,420

(1) A rock rubble breakwater is estimated to cost approximately 30% more than the steel sheet piling breakwater.

(2) Such as site investigations, design studies, plans and specifications, environmental documentation, and regulatory permit fees and processing.

APPENDIX A

Glossary of Technical Terms

FINING TREND (Open Pile Piers).

As waves lose energy passing through open piles, the heavier sand particles in suspension drop out first, and the finer, lighter sands are carried further - thus the "fining trend."

HYDRODYNAMICALLY STABLE (Bottom Sands).

Where sands are small and light enough to be picked up by wave action near the shoreline, but too heavy to be carried out into deeper water and lost to the nearshore area - thus they remain, are "stable" within the nearshore area and are moved about in that area by the hydrodynamic forces of the waves.

LAKE TAHOE DATUM (For Lake Level Elevations)

The United States has the right to store water in Lake Tahoe between elevations 6223.0 (mean low water), and 6229.1 (mean high water), and those elevations are measured with respect to the top surface of a bolt in the abutment wall of the present Lake Tahoe dam at the outlet in Tahoe City. The elevation assigned to that bolt was elevation 6230.0 feet on the Lake Tahoe Datum, notwithstanding the fact that the U.S. Geological Survey has determined that the bolt is at elevation 6228.86 feet above the mean sea level datum used for U.S. Geological Surveys and mapping.

LITTORAL.

Of or pertaining to a shore. Usually in connection with nearshore areas where water is shallow enough that wave action will suspend and move bottom sands and sediments.

NEARSHORE (Zone).

In beach terminology an indefinite zone extending from the shoreline well beyond the breaker zone. The Tahoe Regional Planning Agency defines the nearshore as lying between the mean low water line elevation 6223.0 and a bottom elevation of 6193.0 - a water depth of 30 feet.

PETROFACIES.

The aspect, appearance, and characteristics of a rock unit, usually reflecting the conditions of its origin; especially as differentiating it from adjacent or associated units.

In essence - "rock faces" or the faceting of sand grains that is characteristic due to the typical structure and hardness of the material from which the grains came.

SYNOPTIC (Winds).

Literally "winds over a given area at a given time" as in a weather map.

TRANSPORT (Sediment in the Littoral Zone).

Littoral Transport. The *movement* of sedimentary material (bottom sands) in the littoral zone under the influence of waves and currents.

Longshore Transport. Movement of sedimentary material parallel to the shoreline. When material is moved in one direction along the shoreline by winds from particular directions, and then moved in the opposite direction by wind from other directions, it is known as **Bi-Directional Transport**.

Onshore-Offshore Transport. Movement of material directly toward (perpendicular to) the shoreline, or directly away from the shoreline. When waves approach the shoreline from an oblique direction there are resultant forces that are both perpendicular to the shoreline and parallel to the shoreline - or **Longshore Components**. It is these longshore components which move sands along the shoreline in a zig-zag motion until they pile up against an obstacle such as a rock jetty.

WAVE.

Deepwater Waves. Surface waves in water so deep that they are little affected by the bottom over which they pass. It is these waves that are predicted by the strength, direction and duration of winds and the distance over water (the **fetch**) that they pass.

Wave Height and Period. The vertical distance between a crest and the preceding trough; and the time for two successive wave crests to pass a fixed point.

Wave Regime. The array of wave heights and periods that are associated with selected design wind speeds, directions, durations, and the "fetches" over which they pass.

Diffracted (Wave Diffraction). The phenomenon by which energy is transmitted laterally along a wave crest. When a part of a train of waves is interrupted by a barrier, such as a breakwater, the effect of diffraction is manifested by propagation (bending) of waves into the sheltered region behind the breakwater.

Refraction (Wave Refraction). The process by which the direction of a wave moving in shallow water at an angle to the bottom contours is changed: the part of the

wave advancing in shallower water moves more slowly than that part still advancing in deeper water, causing the wave crest to bend toward alignment with the bottom contours.

Wave Attenuation. A lessening of wave height due to energy lost in passing under obstructions such as floating breakwaters, or passing through porous breakwaters such as rock rubble mounds or rock and timber cribs.

MINUTES

SPECIAL MEETING OF FEBRUARY 13, 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 Chairman Jim Smith on Friday, February 13, 2015 at 8:30 a.m. in the Boardroom at 893 Southwood Boulevard, Incline Village, Nevada.

A. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

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

Also present were District Staff Members Engineering Manager Brad Johnson, General Manager of Diamond Peak Ski Resort Brad Wilson, Director of Human Resources Dee Carey, Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick, Director of Public Works Joe Pomroy, and Marketing Manager/PIO Kayla Anderson.

Members of the public present were Aaron Katz, Bea Epstein, Ed Guowitz, Geno Menchetti and others.

(39 individuals in attendance which includes Trustees, Staff and members of the public.)

Following roll call, Chairman Smith asked Aaron Katz to lead those assembled in the Pledge of Allegiance.

B. PUBLIC COMMENTS*

Aaron Katz said he keeps hearing about non-uniform assessment of the Recreation Facility Fee. There are over 1,000 units who aren't paying their fair share; many of them are hotels and motels in town. When IVGID first initiated the Recreation Fee, it applied to every parcel and hotel and motel in town. Because of motel and hotel occupancy, they were given access to the beaches and that was incorporated into the deed. Mr. Katz said he wanted to know when it stopped, well; it was in 1983 when they stopped paying their fair share. He said he went through minutes and recording but couldn't find the record. He said he went back to find the Board members from that time and that he reached out to two; Bob Wolfe never returned his call. It was a Staff initiative and put under the rug and rubber stamped. He said we can't fix what happened back then but there

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is no reason it can't be changed back today and everyone needs to pay their fair share. He said he is concerned that Staff doesn't care about revenue generated from our facility. Someone used Snowflake Lodge for only \$10 or \$40 or \$50 and we didn't receive any revenue. Mr. Katz said Staff needs to be responsible stewards of our District; Mr. Katz submitted a written statement.

Margaret Martini commended Chairman Smith for putting this meeting together and noted that Chairman Smith is very proactive. Regardless if it was a four day or two month notice, it's a sign he is willing and able to take action which is in the spirit of making IVGID more transparent and economically responsible; thank you.

Bea Epstein spoke about the special meeting to be held this coming Tuesday, February 17, 2015 at the Hyatt. Why does the Board need to go to the Hyatt's most elegant Lakeside room? She understands that there is no cost to the District for the room except for the participants food and beverage, media, materials and set-up that is required for recording the special session. Ms. Epstein continued by asking if our Chateau is such a poor facility that it cannot serve as a work center for our Board? It will be a perception that the Board's ability to focus is so frail that it needs to go away from the center of our community to function effectively. It seems logical that the closer you are to the center of activity in this community, the better qualified you will be to make appropriate plans for the future of the community. According to the contract signed with Coralbridge Partners, the cost to the District for two facilitators for two days will be \$15,000; with an undetermined amount for additional expenses to include transportation, accommodations and meals. How can the District sign into a contract without having the complete costs of all of this? Where is the fiscal responsibility when we sign off on a carte blanche contract that leaves us at the mercy of the vendor? She said she vividly remembers a few Board members campaigned on the platform of fiscal responsibility and with a wealth of talent in this community there should have been an effort to identify these experts and utilized them as resources, on a voluntary basis, in order to cut costs and be community minded. With Sierra Nevada College and University of Nevada, Reno at our disposal, why are we looking to outside vendors? Who will attend this meeting? Our Trustees? Or the Trustees and the seven members of our professional Senior Staff who represent our workforce? The work is designed to develop a shared vision, establish a strategic plan in order to work effectively together to build a high performance team. What accommodation is being made for our employees to be represented during these sessions since they have a vested interest in the growth of this community as well as those of us who have

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chosen to live here? What opportunity is there for community input? The plan is good; however, she has questions about the cost and facility.

Gene Brockman said he has the credentials to make the following statement since he has spent eight years on the Board; he said he studied IVGID operations as much as anyone else. The actions the Board is taking today are highly questionable; the Board is the legislative branch of this government, not executive branch. You shouldn't be telling the General Manager how to do his job. You shouldn't be telling him what kind of Staff he should have. If the General Manager decides he wants a certain kind of staffing, it's up to you to provide him with the appropriate budgeting. IVGID had an Assistant General Manager several years ago, it was short lived. He didn't have anything to do as long as venue managers did their job. That is the key – have good venue managers who do their job and putting people in place to do their job. It's not what we hired you to do. The Board already has a full time Clerk to the Board. Mr. Brockman concluded by stating that Chairman Smith asked him to speak about this topic during that specific item on the agenda.

Frank Wright said there are a lot of things that have happened since the last time he spoke. Mr. Wright commended the Board and said that the Board is supposed to look at everything including employees. If you see something you don't like, you need to step in to stop it. Mr. Wright said that he has been asking about the employee bonuses but that he hasn't received any records. That information is public information and should be given to anyone who asked for it. That is money given to the District by our Recreation Fee, that is hard earned money from the community, and there are things people don't want us to know. Why is it hard; why are they hiding it?

Ed Guowitz said he wanted to second Ms. Epstein's comment regarding next Tuesday's meeting. After forty years in the consulting business and doing strategy retreats, \$15,000 for consultants for two days is excessive. There is a ton of local talent, himself included, who would have done it for a lot less. His question about this meeting – two blanket agenda items were called on a Friday morning on a holiday weekend, he said one could imply it's a conspiracy theory. As to the meeting next Tuesday, by the time the public hears about it, it's a done deal, the contract will be signed and it is irresponsible. To Mr. Wright's point, the Board sets policy and guidelines and operates through the General Manager, and not to act directly with Staff. He seconds Mr. Brockman's comment; it is not this Board's job to decide how this agency is staffed, it is up to the General Manager.

Gail Krolick said she is here to speak about the strategic plan on Tuesday. She said she and Trustee Callicrate served on the Board in the past and they had a strategic session. She said it was one of the best things their Board did; it brought us together as a team with the General Manager. It was held off site with an outside facilitator which was helpful. It made us realize that we are stewards of this community; the General Manager realized he worked for those five elected officials. She urges this Board to go forward with the strategic plan. Ultimately, the Chairman sets the agenda. She would encourage the Board to look at each and every position and not look at the individual's name. We care about the people holding position however take the name and emotion out. It's a business, run it like a business.

Andrew Whyman asked why the first two items, for possible action, were placed on this agenda. The community wasn't aware of any of this and it created an unnecessary storm and distrust which didn't need to happen and he is sure the Board will repair that.

C. APPROVAL OF AGENDA (for possible action)

Trustee Smith recommended moving the General Business Items D.3 & D.4 to become D.1 & D.2. Trustee Hammerel made a motion to accept the agenda as amended; Trustee Wong seconded the motion as amended. Chairman Smith called the question and the motion was unanimously passed.

D. GENERAL BUSINESS ITEMS (for possible action)

D.1. Enter into a Project Funding Agreement with the State of Nevada for the Third and Incline Creeks Restoration Project (Requesting Staff Member: Engineering Manager Brad Johnson) (was General Business Item D.3.)

Engineering Manager Brad Johnson gave an overview of the submitted materials and stated that these two General Business items were the driver and creator for the Board's Special meeting. Engineering Manager Johnson said this is a time sensitive opportunity for the District.

Trustee Wong asked how much will traffic be impacted? Engineering Manager Johnson said there will be a brief temporary road closure for equipment to get in and out and it will be during September and October so you won't even know notice they are there.

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Trustee Devine said he wanted the Engineering Manager to reaffirm the cost of project; Engineering Manager Johnson said there is no cost to District, not even Staff cost.

Trustee Callicrate made a motion to:

1. Enter into a Project Funding Agreement with the State of Nevada, via the Nevada Division of State Lands, to provide assistance and 25% funding for the design and construction of the Third and Incline Creek Restoration Project.
2. Authorize Chair to execute the agreement based on a review by General Counsel and Staff.

Trustee Devine seconded the motion.

Chairman Smith opened the matter for public comment.

Aaron Katz said he isn't opposed to this action. IVGID is far more than it is supposed to be and that IVGID engages in activity it has no business engaging in. IVGID incurs costs and passes them on to the property owners. He is not objecting because it doesn't costs us but you have to ask yourself why IVGID is involved. Mr. Katz continued that he was hoping to hear that it was about the quality of the drinking water. Every time we get involved in these things, it's because it is a feel good thing to do but that it has no direct bearing and it has unintended consequences. These actions always end up involving our Staff so please look at this project and others and cut it back. IVGID should be smaller and not get involved with ancillary projects.

Hearing no further public comment, Chairman Smith brought the matter back to the Board and called the question, the motion was unanimously passed.

D.2. Authorize Design Contract for the Third and Incline Creek Restoration Project, Phase V – Vendor: Cardno (Requesting Staff Member: Engineering Manager Brad Johnson) (was General Business Item D.4.)

Engineering Manager Brad Johnson gave an overview of the submitted materials.

Trustee Hammerel made a motion to authorize Staff to enter into an Additional Services Addendum with Cardno totaling \$227,000 for survey, engineering design and analysis, permitting, and bid period assistance associated with the fifth and final phase of the Third and Incline Creek Restoration Project as well as develop a project wide Operations, Maintenance, Repair, Replacement, and Rehabilitation Plan. Trustee Callicrate seconded the motion. Chairman Smith asked for public comment, receiving none, brought the matter back to the Board and called the question – the motion was passed unanimously.

D.3. Possible creation of Assistant General Manager Position (Requesting Trustee: Chairman Jim Smith) (*was General Business Item D.1.*)

Chairman Smith said that the reasons for the next two items is that it is the duty of Board to protect our assets including personnel.

District General Counsel Jason Guinasso said we were presented with a set of facts and asked to present some counsel on how the Board should proceed. In this District, there is no formal succession plan for any department heads or General Manager, and that with the talent the District has, that talent draws attention from other local businesses and agencies and thus those other agencies seek this talent. What happens when that talent leaves? Or when they take the position elsewhere? The questions are what can we do, if they leave, do we have a plan in place if that talent leaves and how do we continue to provide the service. The General Manager needs direction if the Board wants to tackle this issue regarding compensation structure and a comprehensive plan for succession as the General Manager doesn't want to explore these options without direction from the Board. District General Counsel Guinasso continued that there are two options: (1) agendize for a regular meeting or (2) agendize and hold a Special meeting. The urgency to have it for this Special meeting was because of the Strategic Planning session on Tuesday as this effects fundamental change. The General Manager needs direction as all of you go into the Strategic Planning meeting so as to make the best use of the time and money. The Board needs to discuss the succession planning and protection of management and these issues have to be discussed in a public setting for transparency. District General Counsel Guinasso said he recommended having this discussion at the Special meeting due to the time constraint with the strategic planning meeting happening next week.

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Chairman Smith said that the agenda language was District General Counsel Guinasso's language and the General Manager's language and that it was done in the best interests so as to protect what we have today.

General Manager Pinkerton said, coming from another State, that he is used to discussing personnel matters in closed meetings and while it is clunkier, in Nevada, it is more transparent to have these discussions in public. It is unfortunate that it happens quicker than the public can hear about it and that he feels it is healthy to have this dialogue. The District already had this Special Meeting planned to take advantage of the grant funds and that this is an additional opportunity to discuss this before the upcoming Strategic Planning session.

Chairman Smith asked, in addressing why we are here today, if this was imperative to address this matter now; General Manager Pinkerton replied yes.

Chairman Smith made a motion to direct the District General Manager to build a formal succession plan for each of the District's departments as well as for the General Manager. Trustee Callicrate seconded the motion.

Trustee Devine said that he appreciates the way we are following this and agrees with what District General Counsel has said however his concern is the way it was written and explained and thus he is not sure why this General Business item came up this way. It is specifically for an Assistant General Manager position which is in opposition to the motion just made by Chairman Smith therefore has something changed and if so, why was it worded this way because now we are discussing talent management and succession plan. Trustee Devine said he is not sure it was worded to create an Assistant General Manager position.

District General Counsel Guinasso said that he takes responsibility for the wording and that he was trying to keep it simple and to structural issues. The discussion with the Board Chairman centered around opportunities for other District heads to be trained by the General Manager to take on additional responsibilities to develop higher competency. The discussion was about the Assistant Manager Position in context; however, it was a broader idea for the reorganization of the District as a whole. District General Counsel Guinasso acknowledged that the wording was clunky and that the Board Chairman and the General Manager wanted to look at this issue as a broader succession plan.

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Trustee Devine said that he had the same reaction that many of the public did and that the Board can't talk about any of this unless we agendize it but that he wanted to get to the core and it might make people feel good to know that there isn't a push in a direct area; Trustee Devine concluded by saying that he had to think about the motion.

Trustee Wong said whenever we talk about personnel and people in roles she thinks of the Northstar mantra – right people, right place, and right time and do we have this in order to serve our District. While she understands the need for succession planning, we are on a short timeframe. We need to give Staff enough direction to put operational and budget plans in place to hit deadline. We won't have a full strategic plan because we need to get Staff and community input. We need to set a deadline for this motion for the General Manager and ask him to bring us back proposals so we can really start working on this.

Trustee Wong made an amendment to the original motion to include a preliminary deadline for a proposal of Tuesday, February 17. Chairman Smith seconded the motion.

Trustee Hammerel said he agreed with Trustees Wong and Devine; there needs to be a succession plan. In 2013, the General Manager's succession plan was a secret and it was a long, expensive process to get a new General Manager. However the General Manager wants to assemble his Staff is completely up to him however it is in the District's best interest to have a succession plan. Trustee Callicrate said that makes sense. Trustee Devine asked General Manager Pinkerton if that was reasonable to have framework by Tuesday; General Manager Pinkerton said yes.

Hearing no further Board comment, Chairman Smith opened the matter for public comment.

Gene Brockman suggested that the item the Board is considering is a significantly different item than was posted in the agenda; it's a different subject. It's not appropriate to make a motion and discuss it as it needs to be agendized and therefore shouldn't be discussed in this meeting. If the Board wants to talk about a succession plan, it needs to be put on the agenda so the public is made aware.

Bea Epstein said the reason we are at this juncture is because of language and that it upset her when she read the agenda. The memorandum prepared by the District's Engineering Manager explained what he wanted accomplished.

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However, the way General Business items one and two were put onto the agenda, with no memorandum and/or explanation is why a lot of us are here. What is the Board thinking? We just finished selecting and hiring the General Manager and now the Board is considering an Assistant General Manager. The General Manager knew about his scope and workload. Where will you find the funding? Ms. Epstein continued that she has heard Board members say how we need to cut back so it will be on the backs of the employees to pay for these positions. All of this is about perception and it is her advice, to the Board, when an item is agendized, to please be clear about the language so we don't get into this quagmire again.

Aaron Katz said he shares similar concerns as the agenda item is worded to suggest a different course of action. This is similar to when Trustee Callicrate wanted to discuss certain items and we didn't know what he wanted to discuss and/or what was involved. We need a memorandum that spells it out. Mr. Katz continued that he disagrees with Mr. Brockman and Mr. Guowitz. This Board is here to protect our interests, micromanage, and get in on the ground floor. That's what we want you to do. If you don't want to do that, don't run for Trustee if you don't want to do this. Mr. Katz concluded that he applauds the Board's direction and encourages them to take every step.

Ed Guowitz said he agrees with Gene Brockman in that the way it was presented, it was not on the agenda. He urges the Board to take counsel with the lawyer to see if you can act on this when it wasn't noticed in its present form as he wonders if this is even legal. As a Human Resources professional, succession planning should come from the Director of Human Resources not the attorney. It's a process with serious time and thought for framework. To come up with something in five days is not reasonable as it takes a lot of thought. He doesn't understand how this Board can ask its General Manager to do this when the whole process is being rushed and it should be a considered process not last minute. You can include, in your strategic plan, to include a succession plan as there is no reason for the Board to act on this today and it should be taken off the table for the public to see it and think about it. Further, it should be presented like the Engineering Manager's presentation thus he urges the Board to drop this matter.

Frank Wright said the way it was presented on the agenda wasn't what was discussed thus this Board is close to an Open Meeting Law violation and that it is his opinion that the Board should drop this and redo it. In regards to a plan for a succession plan, he would hate to think we could have another Bill Horn and we wouldn't want Bill Horn to teach anyone how to become a General Manager as

that would guarantee us to have the same mentality. To not have a plan in place is wrong as it does not protect the community. We already have a culture problem and there is a problem with employees. There are people here that aren't very talented. They aren't transparent and we can't get public records which is wrong. What you do is important and it's your job to fix this place and make it right. Until its right, no one will trust you. Employees are disappearing that weren't good but we don't want them replaced with the same thing.

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

District General Counsel Guinasso addressed the concern brought up by Chairman Smith with regard to specific talent being approached by other agencies in Tahoe basin; the question is what we could do to encourage that talent to stay and one of the options is to create a new position. The General Manager can't create a position or change the structure. The way the agenda was written was a discussion about how to keep that talent here and create an Assistant General Manager position. The Board is now asking the General Manager to research, with specific proposals, appropriate succession plans for his position. You can provide the General Manager with that direction and not violate the Open Meeting Law.

Trustee Devine said he thinks we can accomplish a lot of what we talked about, the way the motion is amended so different than it is written on the agenda and that he is not comfortable with supporting that motion thus he won't vote for that change. While he trusts District General Counsel, it sets precedent that we can set ambiguous agenda items that can be misleading which is going in the wrong direction. It's not killing the idea rather it is just not taking these steps in regards to this idea as we are on thin ice.

District General Counsel Guinasso addressed Chairman Smith and said his second option is to not take action and deal with this issue in your Strategic Planning session and brainstorm ideas there. General Manager Pinkerton said that this has been a good discussion and that no matter what the motion is, he has gotten good direction.

Chairman Smith said it is his recommendation that the Board take no action; District General Counsel Guinasso advised Chairman Smith that he needs to take a vote on the motion before the Board. District General Counsel Geno Menchetti requested a five minute recess; Chairman Smith called for a recess at 9:40 a.m.; the meeting reconvened at 9:48 a.m.

District General Counsel Guinasso said given the language in the agenda and the ambiguity and concerns expressed by the public, and as being cautionary with respect to an Open Meeting Law complaint, that he recommends the amendment to the motion and the second and the original motion and the second all be withdrawn such that no action is taken on this agenda item to prevent any Open Meeting Law violations.

Trustee Wong said she withdraws her amendment to the motion. Chairman Smith said he withdraws his second to her amendment. Chairman Smith said he withdraws his original motion and Trustee Callicrate said he withdraws his second. District General Counsel Guinasso said with the withdrawals, no action has been taken on this agenda item.

Trustee Callicrate gave an apology for the ambiguity and said that this has been awkward however the Board has had little time together so it is a work in process. Trustee Hammerel agreed with Trustee Callicrate and noted that this is a learning process as a Board. Trustee Hammerel continued that personally he feels that the Board had two agenda items that were time sensitive and needed to be decided on and that agenda items three and four are not an emergency and if we rush them, we violate public trust.

Trustee Hammerel made a motion to adjourn the meeting; Trustee Wong seconded the motion.

Trustee Wong said there needs to be detailed memos included when we need to make a decision, there was not enough information here for the Board, and that this should be the standard. Trustee Devine said he wants to follow the process.

D.4. Possible creation of position of Administrative Assistant working directly for and reporting directly to the Board of Trustees (Requesting Trustee: Chairman Jim Smith) (was General Business Item D.2.)

District General Counsel Guinasso said the agenda that was proposed was approved by the Board at the beginning of the meeting. District General Counsel Menchetti said that the Board is required to have a second public comment prior to adjournment and that the motion should be to not address Agenda Item D.4.

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Trustee Hammerel made a motion to skip Agenda Item D.4., possible creation of position of Administrative Assistant working directly for and reporting directly to the Board of Trustees; Trustee Wong seconded the motion.

General Manager Pinkerton commented that he got his direction.

Chairman Smith opened the matter for public comment.

Gail Krolick said that she agrees to disagree wholeheartedly with a fellow community member. The District's General Manager has been in position for nine months and the General Manager is prepared with what he needs to move forward and getting it in writing would be good. He knows what he needs to be successful and make this community a better place.

Bea Epstein said this isn't about the General Manager's competency rather it was the language that was troublesome and the community responded. When there is an agenda item, there needs to be detail as it helps the community understand what the Board is looking to do and what the Staff needs to do.

Jane Bekovich thanked Trustee Devine for being the only dissenting member of the Board.

Margaret Martini said this was a debacle and placed blame on Legal Staff and continued that she was surprised this happened with the new Legal Staff as this should have been avoided. Ms. Martini recommended being careful and scrutinizing everything that comes from Legal and to get another Legal opinion as this should have never happened.

Don Morrison said he was concerned and felt the information on these items was totally inadequate and that if and when these subjects come up again and if the Board wants to hire two people, the Board better show some justification. The District better have a succession plan but that doesn't apply here to these particular positions. It's important to have information and justification for these two positions. It doesn't make any sense to hire an Assistant General Manager if you are talking about a succession plan. Chairman Smith said that wasn't the item they were speaking about. Mr. Morrison concluded by stating that he doesn't understand the word 'clunky,' as far as it relates to the business of this Board.

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

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Trustee Devine said that he needed clarification before the vote – is “skipping” the correct word or would it be better to say “table” or “take no action”. District General Counsel Guinasso said that better terminology would be to “take no action”.

Trustee Hammerel made an amendment to take no action on Agenda Item D.4., possible creation of position of Administrative Assistant working directly for and reporting directly to the Board of Trustees; Trustee Wong seconded the amendment to the motion. Chairman Smith called the question and the amended motion was unanimously passed.

E. PUBLIC COMMENTS*

Bea Epstein said she is concerned with the approach in regards to the meeting held on Tuesday as the Board is re-inventing the wheel. This current proposal will be gathering information on the District's strengths, weaknesses, opportunities, and threats which is the SWOT analysis and that this is nothing new. These activities have been conducted several times in the past with Washoe County's John Slaughter to set up the District's mission, determine who are our customers, and what do our customers value in order to create the existing Strategic Plan. There have been several other community sessions where the community has made its wishes known, most recently through Vision 20/20. In the past, the Boards have worked with facilitators to create plans for the preservation and advancement of the community and for the protection of our precious environment. Unfortunately, the current pervasive attitude being communicated to this electorate, rightly or wrongly, is that everything wrong with the community is coming from the District and this Board is acting as if it were the savior for all. Unfortunately, of the five member Board, the three most experienced members of this Board at this time have two years experience, one member with no experience, and one with some history of past service. Our professional senior Staff members have many more years experience in the workings of the District and are an invaluable asset if they were to be heard. How will these two planning sessions, at the Hyatt, foster improved transparency. The sessions begin at 2:00 p.m. with no announced time for the session to end. There was no mention anywhere about the involvement of the Boards' constituents. If the objective is to develop a shared vision, who are the participants in establishing this objective? If you want true community participation, then you need to look at holding this type of planning session on a

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Saturday; we need a Saturday workshop for all of us to participate. What about our schools, merchant, casinos, realtors and all other representative groups.

Aaron Katz said our Staff doesn't care and that the pricing at the Recreation Center is secret pricing. If you go to our website, you can click on a link for a special corporate pricing. He has criticized special corporate pricing before. Just because you can get a group of three people, you get a special benefit. There is a whole series of corporate pricing for the Recreation Center that isn't on the website. This all came about because he spoke to a Hyatt employee. She was getting a good deal for her whole family and it was cheaper than resident pricing. He checked and it was a lot cheaper with this secret pricing. If you are one of seven people at the Hyatt you get special pricing of \$79. This is what happens when you let unelected Staff make decisions...they will carve out special pricing and call it market pricing and yield pricing. It's a slap in the face for those who subsidize it. Do your job and set pricing and if your pricing is too high, call a special meeting and change it. Mr. Katz concluded by stating that he was hoping to hear what happened to Parks and Recreation Director and that he had a written statement.

Ed Guowitz said he seconds what Ms. Epstein said. It has nothing to do with the General Manager as he has his full support and he is doing a great job. He has been working on this succession plan for a while and that was never said so it looks rushed. Mr. Guowitz said he commends the Board for thinking on their feet to stop the violation of Open Meeting Law. There was no Request for Proposal (RFP) for the consultant services for the two-day retreat. As Ms. Epstein pointed out, there are people in this community who could have done this a whole lot cheaper. Putting it out to an RFP, it allows you to select from competitive proposals. We have done SWOT analysis and that might not be the best way. Mr. Guowitz urged the Board to consider it a rule to go out for an RFP for anything over a certain amount of money and that he is getting tired of having the District Staff get bashed as it is inappropriate. We have lost excellent Staff by the way they have been treated by some members of the public. He wanted to raise his objection to the Staff being bashed.

Richard Reider mentioned Katz's first statement about occupancy tax that people charge and where does that go and do we get an appropriate share of that. Are we getting a fair share of as renters?

Hearing no further public comment, Chairman Smith thanked everyone for being here today.

F. ADJOURNMENT*

Chairman Smith adjourned the meeting at 10:14 a.m.

Respectfully submitted,

Misty Moga
Clerk to the Board of Trustees

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 Bea Epstein: (6 pages)

Submitted by Aaron Katz: (16 pages) Written Statement to be included in the Written Minutes of this February 13, 2015 Special IVGID Board Meeting – Agenda Item C – Public Comment Section – More evidence IVGID Staff just doesn't care about the losses it incurs operating the public's recreational facilities on local property owners' behalves – the Recreation Center

Submitted by Aaron Katz: (19 pages) Written Statement to be included in the Written Minutes of this February 13, 2015 Special IVGID Board Meeting – Agenda Item C – Public Comment Section – More evidence IVGID Staff just doesn't care about the losses it incurs operating the public's recreational facilities on local property owners' behalves – the Snowflake Lodge

Submitted by Aaron Katz: (77 pages) Written Statement to be included in the Written Minutes of this February 13, 2015 Special IVGID Board Meeting – Agenda Item C – Public Comment Section – Isn't it time the Board's assessment of the Recreation ("The RFF") and Beach (The BFF") facility fees be returned to uniform and fair to all "dwelling unit" owners?

Bea Epstein

SPECIAL MEETING FRIDAY FEBRUARY 13, 2015 8:30 A.M.

FIRST PUBLIC COMMENT ON AGENDA ITEM B

MY ISSUE: THE SPECIAL MEETING TO BE HELD THIS COMING TUESDAY FEBRUARY 17, 2015 AT THE HYATT LAKESIDE ROOM NEXT TO THE LONE EAGLE.

According to the published agenda this special February 17th meeting is being held for the sole purpose of conducting a STRATEGIC PLANNING SESSION as voted upon at the January retreat session, and is to be FACILITATED BY the private consulting firm of Coral Bridge Partners.

So—I have several questions and comments or observations regarding this February 17th session.

Location, Cost, Attendees, Approach, Transparency, and Community Participation.

LOCATION: Why does the Board need to go to the Hyatt's most elegant Lakeside Room, although there is no cost to us for the room, except for participants, meals, beverages and any media and materials set ups that will be required for the recording of the special session. Is our Chateau such a poor facility that it cannot serve as a work center for our Board? Is the Board's ability to focus so frail that it needs to go away from the center of our community to function effectively? It seems logical, to me, that the closer you are to the center of activity in this community, the better qualified you will be to make appropriate plans for the future of the Incline Village/Crystal Bay Community.

COST: According to the contract signed with Coral Bridge Partners, the cost to the District for 2 facilitators for 2 days will be \$15,000 with an undetermined amount for additional expenses to include transportation, accommodations and meals. I'm sure you can understand my apprehension and consternation when I ask myself, "How can the district enter into a contract with an agency without the total figure being clearly enumerated? Are we to assume that they will be staying at the Hyatt, with us footing the bill for their rooms and meals? Where is our fiscal responsibility when we sign off on a carte blanche contract that leaves us at the mercy of the vendor? It will be very interesting to see how much this all ends up costing us!"

I seem to recall very vividly that during 2012 members of the current board campaigned on the platform of fiscal responsibility and indicated that since we have such a wealth of talent in this community there should be a concerted effort made to identify these experts and court them into becoming resources on a voluntary basis so as to cut costs and be more

community minded. With professionals in abundance, and with SNC and UNR at our disposal why are we looking to outside vendors?

ATTENDEES: Who will be the attendees? The Trustees? Or the Trustees and the 7 members of our Professional Senior Staff. According to the proposed objectives the work is designed to develop a shared vision; establish a strategic plan, and to work effectively together to build a high performance team. What is the role of staff in this plan? What accommodation is being made for employees who are residents in the community to be properly represented during these sessions since they have a vested interest in the growth of this community as well as those of us who have chosen to live here?

SECOND PUBLIC COMMENT ON AGENDA ITEM E

MY ISSUE: THE SPECIAL MEETING TO BE HELD THIS COMING TUESDAY FEBRUARY 17, 2015 AT THE HYATT LAKESIDE ROOM NEXT TO THE LONE EAGLE.

APPROACH: The proposal for a 2 day experience will include gathering information on the district's strengths, weaknesses, opportunities, and threats (SWOT). This is nothing new. These activities have been conducted several times with John Slaughter, facilitator from Washoe County, in the past to set up the District's mission, determine who are our customers, and what do our customers value in order to create the existing Strategic plan which this board wants to dismiss summarily. There have also been several other community sessions where the community has made its wishes known, most recently through Vision 20-20 which was available to everyone in the community. During the last 15 to 18 years, elected boards have worked with facilitators to create plans for the preservation and advancement of the community and for the protection of our precious environment. The current pervasive attitude being communicated to this electorate is that there is everything wrong with the community, and this board is acting as if it were the savior for all. Unfortunately, of the 5 member board, the 3 most experienced members of this board at this time have 2 years experience, 1 with no experience and 1 with some history of past service. Our Professional Senior Staff members have many more years experience in the workings of the district and are an invaluable asset if they were to be heard.

TRANSPARENCY: How will these 2 planning sessions at the Hyatt foster **Improved Transparency**, a term used repeatedly by this Board implying or intimating that previous boards have not been transparent in their activities or in their involvement with the community? The session begins at 2 PM with no announced time for the session to end. Upon reading the Bonanza Thursday, the time for ending is 10 PM. If the time was known why was that not put on the agenda? How can responsible people make appropriate plans and commitments to attend when there is no specific time frame or even a time frame estimate made public? How is this transparent?

COMMUNITY PARTICIPATION: I see no mention anywhere about the involvement of the boards' constituents. If the objective is develop a shared vision, who are the participants in establishing this objective. Is it just the Board members? If you want true community participation, then you need to look at holding this type of planning session on a Saturday

when there is no school, so parents are more available, most young members of our community are not at work as they will be on the 17th, and there needs to be serious and comprehensive publicity with advanced notification so those who want to attend can make appropriate and timely arrangements to be available. During Vision 20-20 there were several hundred participants, and during a previously held Saturday Town meeting there were also several hundred community attendees. (FYI- the roundabout is an end product of the work of the members of that committee from the Town Meeting.) So- the community is interested and will work with you if you structure the time frame in an inviting manner. Currently, why should anyone attend?

Instead of a Saturday ski day with your trustees, although a nice thought, why not a Saturday workshop session with all the trustees and community members.

What about schools- are they not a part of us and should they not also have a voice? How can they be part of our future plan if we do not involve them? They certainly can't participate on a weekday. What about SNC, a growing and viable entity in our community. In 20 years Incline Village will be a college town. Have you thought about their role in the planning?

Bee Epstein

SPECIAL MEETING FRIDAY FEBRUARY 13, 2015

GENERAL BUSINESS ITEM D 1

MY ISSUE: ASSISTANT GENERAL MANAGER POSITION

With all due respect, what is the board thinking? The board has only just completed the task of selecting and hiring our General Manager and even before his first year is completed, the board is considering hiring an assistant to the manager whose contract was clear about the scope of work for which he is responsible. Where does the board propose to find the funding for this position? At previous meetings and during the campaign period I often heard how we need to trim or cut expenses, basically on the backs of our employees by cutting hours or not filling positions as they are vacated. Now it would seem that it's acceptable to find money for salary and benefits for an additional executive level position. How is this fiscally responsible? Why was this item put on an agenda where the chances of a large community turnout are slim and none? How is this fostering better communication and transparency?

Bea Epstein

SPECIAL MEETING FRIDAY FEBRUARY 13, 2015

GENERAL BUSINESS ITEM D 2

MY ISSUE: ADMINISTRATIVE ASSISTANT WORKING DIRECTLY FOR AND REPORTING TO THE BOARD OF TRUSTEES

It seems inconceivable that this item would even appear on an agenda for this board. How can the board entertain the idea of hiring a full time Administrative Assistant for part time elected board members? This community is 52 years old and in that time there has never been a scintilla of interest in hiring an individual to be an Administrative Assistant to work directly for and reporting to the board of trustees. If the work load for a board member is too much to handle then perhaps that board member or those board members need to resign and make room for others who can commit the time and energy required for the job. I can say that because I know firsthand the time, energy, patience and commitment needed to do the job. I filled the chair position for 2 years and, worked 5 days a week, maintained membership in local volunteer agencies and worked directly with the fatiguing RWTB, planning and working events. Most importantly, the board has an Administrative Assistant. Her name is Susan Herron and she has worked tirelessly on behalf of this community for the last 12 years. She has continuously and professionally addressed all the challenges that have emerged over time.

So—I ask again, where does the board think there would be funds to pay salary and benefits for this newly proposed position? How can the board ask our professional staff to accept budget cuts, layoffs, firings and take backs while they entertain the idea of an additional person who would be hired to make board members' lives easier? It is offensive at best.

BUT, the big question that arises is -- Why was this item put on an agenda where the chances of a large community turnout are slim and none?

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
FEBRUARY 13, 2015 SPECIAL IVGID BOARD MEETING – AGENDA ITEM C
– PUBLIC COMMENT SECTION – MORE EVIDENCE IVGID STAFF JUST
DOESN’T CARE ABOUT THE LOSSES IT INCURS OPERATING THE
PUBLIC’S RECREATIONAL FACILITIES ON LOCAL PROPERTY
OWNERS’ BEHALVES – THE RECREATION CENTER.**

Introduction: We keep hearing of the so called “value” allegedly represented by the Recreation Facility Fee (“the RFF”) local “dwelling unit” owners are compelled to involuntarily pay. We’re told that “value” is evidenced by the “so called” resident only user fee discounts resident picture pass holders (“PPHs”) are charged at the public’s recreational facilities. Yet time and time again, I and others I know discover evidence that this representation is at best exaggerated and at worst an outright misrepresentation. The purpose of this written statement is to *again* present evidence that rather than offering true “value” to those who subsidize their salaries and benefits, staff through lack of competence or design carves out “favored” pricing for its “favored” third parties at local property owners’ expense.

Discounted Use of the Recreation Center to Groups as Few as Three: Because staff doesn’t really care about the \$1½M or more of losses it racks up annually operating/administering the Recreation Center¹, it has created special user fee pricing for groups (whether or not those users are PPHs) as few as three². For years I and others were under the impression this group pricing was *limited* to what is represented on The Recreation Center’s web site³ (i.e., monthly, tri-monthly, semi-annually and annual pricing per employee regardless of his/her age, and whether he/she is part of another sub-group such as a “couple” or “family”). But it was then that I spoke to a Hyatt Hotel employee who told me her family is paying a reduced corporate membership rate at the Recreation Center of only \$79. That’s when I made a records request to Susan Herron examine the more comprehensive corporate rates which is not publicized on The Recreation Center’s web site (a copy of that

¹ See page 114 of the current fiscal year’s budget (“the budget”), a copy of which is attached as Exhibit “A” to this written statement. Once you deduct the \$1,038,225 subsidy represented by the RFF, you see the admitted loss exceeds \$1M. But it’s really much *higher* because not all of the Recreation Center’s revenues and losses are reported on page 114. Some of them are reported in a completely different sub-fund (i.e., “Other Recreation”) on page 122 of the budget (a copy of which is attached as Exhibit “B” to this written statement). Once you factor in the Recreation Center’s pro-rata portion of “sales allowances” (i.e., PPH user fee discounts) and “central services costs” (both of which are identified on Exhibit “B” with asterisks), the true loss most certainly exceeds \$1½M annually!

² Although these groups are called employees of “corporations,” they are really available to any “group” of three or more persons (an example being any student attending Sierra Nevada College).

³ See <https://www.yourtahooplace.com/parks-recreation/rec-center/corporate-membership> (a copy of which is attached as Exhibit “C” to this written statement) which depicts corporate rates.

more comprehensive rate schedule is attached as Exhibit "D" to this written statement⁴).

2014-15 Recreation Center "Key Rates" as Established by the IVGID Board: Given NRS 318.199(1) states that "the board of trustees of any district organized...under this chapter...shall establish schedules showing *all* rates, tolls or charges for services performed or products furnished," each year the Board adopts "key rates" as part of the budget process. I have attached as Exhibit "E" to this written statement page 158 of the budget which depicts *all* of those 2014-15 "key rates" adopted by the Board for the Recreation Center. Note that *nowhere* have discounted corporate membership rates been approved. How then can staff unilaterally implement such pricing? Take a look at the asterisks I have placed on this page where it states that "the IVGID Board of Trustees allow(s) staff to adjust prices to accomplish Demand Pricing and Yield Management." Thus according to staff, the reason it has offered discounted corporate membership rates at the Recreation Center is because of "yield management" and "demand pricing." This represents *another example*¹ of the Board abdicating away its responsibilities to non-elected staff.

2014-15 Non-Resident Corporate Membership Rates Compared to Local Property Owners' "So Called" Preferred PPH Rates: I have created the spreadsheet below which compares staff's monthly, tri-monthly, semi-annual and annual Recreation Center "corporate membership rates" to those comparable rates for resident PPHs⁵:

⁴ Even though Exhibit "D" states it reflects "rates effective August 1, 2008, Susan represents this continues to be the *current* schedule of rates.

⁵ To determine those rates, I have attached as Exhibit "F" to this written statement IVGID's published rate schedule from its web site (<https://www.yourtahoeplace.com/parks-recreation/rec-center/hours-rates>).

Comparison of 2014-15 Recreation Center PPH to Corp. (7+) Membership Rates								
	PPH	Corp.	PPH	Corp.	PPH	Corp.	PPH	Corp.
Description	Monthly	Monthly	3 Month	3 Month	6 Month	6 Month	Annual	Annual
Adult Single	\$ 49	\$ 56	\$ 195	\$ 200	\$ 299	\$ 329	\$ 523	\$ 578
Adult Couple	\$ 71	\$ 88 ⁷	\$ 260	\$ 296	\$ 428	\$ 521	\$ 761	\$ 881
Senior Single	\$ 43	\$ 48	\$ 175	\$ 181	\$ 260	\$ 293	\$ 495	\$ 533
Senior Couple	\$ 66	\$ 74	\$ 237	\$ 259	\$ 396	\$ 442	\$ 685	\$ 759
Family	\$ 91	\$ 102	\$ 315	\$ 349	\$ 552	\$ 602	\$ 889	\$ 1,007

As you can see, the differences in pricing offered to any Tom, Dick or Jane's businesses' employees who are *not* residents paying the RFF and we "so called" preferred PPHs, are paltry; especially when one considers that PPHs have to pay \$730 in order to realize "so called" preferred pricing.

2014-15 Resident Corporate Membership Rates Compared to Local Property Owners' "So Called" Preferred PPH Rates: I have created the spreadsheet below which compares staff's monthly, tri-monthly, semi-annual and annual Recreation Center "corporate membership rates" to those comparable rates for resident PPHs⁸:

Comparison of 2014-15 Recreation Center PPH to Corp. (7+) PPH Membership Rates								
	PPH		PPH		PPH		PPH	
	PPH	Corp.	PPH	Corp.	PPH	Corp.	PPH	Corp.
Description	Monthly	Monthly	3 Month	3 Month	6 Month	6 Month	Annual	Annual
Adult Single	\$ 49	\$ 43	\$ 195	\$ 165	\$ 299	\$ 256	\$ 523	\$ 445
Adult Couple	\$ 71	\$ 61	\$ 260	\$ 222	\$ 428	\$ 365	\$ 761	\$ 647
Senior Single	\$ 43	\$ 37	\$ 175	\$ 149	\$ 260	\$ 218	\$ 495	\$ 389
Senior Couple	\$ 66	\$ 57	\$ 237	\$ 201	\$ 396	\$ 334	\$ 685	\$ 582
Family	\$ 91	\$ 79	\$ 315	\$ 268	\$ 552	\$ 468	\$ 889	\$ 824

As you can see the differences in pricing offered to any Tom, Dick or Jane's businesses' employees who are residents paying the RFF and we preferred PPHs who don't happen to be employed are substantial.

⁷ Although Exhibit "D" indicates this rate is \$887/month, it is obviously an entry mistake. Given other comparable discounts range from \$4-\$5, I assume staff meant the \$88 number I have entered into the spreadsheet.

⁸ To determine those rates, I have attached as Exhibit "F" to this written statement IVGID's published rate schedule from its web site (<https://www.yourtahooplace.com/parks-recreation/rec-center/hours-rates>).

Why Does Staff Grant Some PPHs Lower Rates Than Others? IVGID's mantra is "one division, one team." But again, we see how staff manipulates pricing to benefit "favored collaborators" like the employees of local business as well as the students and faculty of SNC. If we're all part of the same "team," then I and others don't understand how or why there can be non-uniform pricing? As little as three business employees or SNC students/faculty can band together to receive discounted pricing, yet the other 8,200 of us cannot. **Why not?**

Conclusion: Every time staff offers "favored collaborator" pricing to some and not all, it translates into a loss of revenue. Add up the loss of revenue and it ends up increasing the operational losses at each of our recreational venues. I submit that the reason this happens is because staff really doesn't care, and the Board doesn't care about holding staff accountable. If we want to reduce the losses generated at the public's recreational facilities, as well as the concurrent pressure placed upon the RFF which is involuntarily assessed against local property owners, the Board must put a stop to staff's carving out of special pricing to "favored" third party "collaborators."

And You Wonder Why the RFF is Out of Control? I've now provided more answers.

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

EXHIBIT “A”

IVGID Departmental Budget Summary

Community Programming
Sources and Uses

	2012-13 Actual	2013-14 Budget	2013-14 Est. Actual	2014-15 Budget	\$ Chg Bud to Bud	\$ Chg Est Act to Bud
Revenues						
Sales and Fees	1,178,471	1,103,700	1,142,600	1,196,500	92,800	53,900
Facilities Fees	870,040	1,038,225	1,038,225	1,038,860	635	635
Rents	9,186	9,600	15,200	4,300	(5,300)	(10,900)
Intergovernmental - Operating Grants/Revenue	77,700	76,000	77,400	62,000	(14,000)	(15,400)
Other Financing Sources						
Proceeds from capital assets dispositions	2,150	-	4,300	-	-	(4,300)
Debt Proceeds	19,808	-	-	-	-	-
Total Revenues and Other Sources	2,157,355	2,227,525	2,277,725	2,301,660	74,135	23,935
Expenditures and Uses						
Personnel Cost						
Salaries and Wages	1,010,079	880,633	906,400	984,515	103,882	78,115
Employee Fringe	351,329	305,873	310,100	349,678	43,805	39,578
Professional Services	6,297	6,600	6,600	6,600	-	-
Services and Supplies	480,788	507,500	455,000	500,300	(7,200)	45,300
Insurance	27,359	30,100	31,700	37,200	7,100	5,500
Utilities	127,527	151,300	155,300	143,800	(7,500)	(11,500)
Cost of Goods and Services Sold	72,672	62,800	60,000	66,800	4,000	6,800
Capital Expenditures						
Capital Improvements	126,068	245,740	297,900	187,228	(58,512)	(110,672)
Debt Service						
Principal	9,540	20,819	20,819	21,420	601	601
Interest	1,885	1,011	1,011	527	(484)	(484)
Fiscal Agent Fees	11	-	-	8	8	8
Total Expenditures and Uses	2,213,555	2,212,376	2,244,830	2,298,076	85,700	53,246
Net Sources and Uses	(56,200)	15,149	32,895	3,584	(11,565)	(29,311)

\$ 3,584
< 1,038,860 >

* < 1,035,276 >

sales allowances < ? > see p. 122
central services costs < ? > see p. 122

total losses > \$ 1,250,000

EXHIBIT "B"

IVGID Departmental Budget Summary

Other Recreation Summary

Sources and Uses

	2012-13 Actual	2013-14 Budget	2013-14 Est. Actual	2014-15 Budget	\$ Chg Bud to Bud	\$ Chg Est Act to Bud
Revenues						
Sales and Fees	16,139	-	11,500	-	-	(11,500)
Sales Allowance	(564,550)	(570,200)	(437,500)	(570,200) 	-	(132,700)
Facilities Fees	2,146,599	1,577,775	1,577,025	1,578,740	965	1,715
Other Financing Sources						
Investment Earnings	28,421	11,000	23,500	30,000	19,000	6,500
Proceeds from capital assets dispositions	-	-	17,500	-	-	(17,500)
Total Revenues and Other Sources	1,629,317	1,018,575	1,192,025	1,038,540	19,965	(153,485)
Expenditures and Uses						
Personnel Cost						
Salaries and Wages	142,647	76,893	69,000	207,852	130,959	138,852
Employee Fringe	60,396	45,331	29,200	89,646	44,315	60,446
Professional Services	1,607	10,000	4,500	10,000	-	5,500
Services and Supplies	18,053	174,480	161,000	70,000	(104,480)	(91,000)
Central Services Cost	673,500	706,000	706,000	745,000 	39,000	39,000
Capital Expenditures						
Capital Improvements	(42,243)	80,000	-	-	(80,000)	-
Capital Carry Forward	42,243	-	-	-	-	-
Fuels Management	99,957	100,000	100,000	100,000	-	-
Interfund Transfers and Adjustments						
Transfers In/Out	-	-	-	(400,000)	(400,000)	(400,000)
Total Expenditures and Uses	996,160	1,192,704	1,069,700	822,498	(370,206)	(247,202)
Net Sources and Uses	633,157	(174,129)	122,325	216,042	390,171	93,717



EXHIBIT "C"



Reward Employees with Recreation Center Memberships!

The Incline Village Recreation Center offers a corporate membership program to keep your company's greatest assets happy and healthy.

Rates*

Corporations with three to seven employees participating in the corporate memberships receive 10% off membership fees and corporations with 7 or more employee memberships receive 15% off membership fees.

3-6 Employees

Membership	Annual	Monthly*	3-Month	6-Month
IVGID Pass Holder	\$472	\$45	\$174	\$271
Non IVGID Pass Holder	\$610	\$59	\$213	#337



7 or More Employees

Membership	Annual	Monthly	3-Month	6-Month
IVGID Pass Holder	\$445	\$43	\$165	\$256
Non-IVGID Pass Holder	\$578	\$56	\$200	\$329



*Ongoing monthly rates are only available through Electronic Funds Transfer (EFT)

Automated Billing & Invoicing

Automated billing and invoicing are offered free of charge to all members. Individual members may be charged or the fees may be directly paid by the corporation.

Membership Options

"C"

EXHIBIT “D”

CORPORATE MEMBERSHIP RATES
Rates Effective August 1, 2008

<u>Resident</u>	Annual <i>3 - 6 / 7 +</i>	Ongoing Monthly <i>3 - 6 / 7 +</i>	3 month <i>3 - 6 / 7 +</i>	6 Month <i>3 - 6 / 7 +</i>
Single	\$472 / \$445	\$45 / \$43	\$174 / \$165	\$271 / \$256
Couple	\$686 / \$647	\$64 / \$61	\$236 / \$222	\$854 / \$365
Family	\$872 / \$824	\$83 / \$79	\$283 / \$268	\$495 / \$468
Senior Single	\$413 / \$389	\$39 / \$37	\$158 / \$149	\$233 / \$218
Senior Couple	\$617 / \$582	\$60 / \$57	\$213 / \$201	\$353 / \$334

<u>Non-resident</u>	Annual <i>3 - 6 / 7 +</i>	Ongoing Monthly <i>3 - 6 / 7 +</i>	3 month <i>3 - 6 / 7 +</i>	6 Month <i>3 - 6 / 7 +</i>
Single	\$610 / \$578	\$59 / \$56	\$213 / \$200	\$347 / \$329
Couple	\$931 / \$881	\$92 / \$887	\$3112 / \$296	\$546 / \$521
Family	\$1066 / \$1007	\$107 / \$102	\$370 / \$349	\$637 / \$602
Senior Single	\$562 / \$533	\$52 / \$48	\$193 / \$181	\$309 / \$293
Senior Couple	\$803 / \$759	\$79 / \$74	\$274 / \$259	\$471 / \$442

EXHIBIT "E"

RECREATION CENTER**Fiscal 2014-15 Budget****KEY RATES****Calendar 2014**

	<u>Pass Holder</u>	<u>Non-pass Holder</u>
Adult - Annual	\$550	\$710
Adult - Daily	\$12	\$16
Adult - Monthly	\$52	\$68
Family - Annual	\$970	\$1,240
Senior (60+) - Daily	\$10	\$14
Senior (60+) - Monthly	\$45	\$60
Student (age 13-23) - Monthly	\$45	\$60
Youth (ages 6 to 12) - Daily	\$7	\$10
Totally Active (ages 6 to 17) / Program	\$4	
 Lapsed Membership processing Fee	\$50	\$50

Note to Rate Schedule:

Rates have been provided only for the 2014 season.

2015 will be determined with the next budget cycle.

- ★ The IVGID Board of Trustees allow Staff to adjust prices to accomplish Demand Pricing and "Yield Management".

RECREATION PRIVILEGES**Fiscal 2014-15 Budget****KEY RATES****PICTURE PASS GUEST ACCESS CARD**

Each Eligible Parcel can apply for 5 cards in any combination.

Guest Access Cards are valid from June 1, 2014 and expire May 31,2015.

Picture Passes issued to a minor expire on their 18th birthday. **No charge to renew**

First 5 Additional Cards may be purchased under same eligibility as original category **\$166** **\$166**

Additional cards that result in more than 10 issued for a single parcel may be purchased under the same eligibility as original category **\$500** **\$500**

Processing Fees:

Replacement of Lost/Stolen Cards	\$20	\$20
Reassignment Fee	\$20	\$20
Ownership Transfer	\$25	\$25
Exchange of Guest Access Card	\$25	\$25

Note to Rate Schedule:

★ The IVGID Board of Trustees allow Staff to adjust prices to accomplish Demand Pricing and "Yield Management".

EXHIBIT “F”

Monthly Dues*	Rate	w/ IVGID Pass	Annual Dues**	Rate	w/ IVGID Pass
Single	\$65	\$49	Single	\$677	\$523
Couple	\$102	\$71	Couple	\$1035	\$761
Family	\$117	\$91	Family	\$1184	\$970
Senior Single	\$58	\$43	Senior Single	\$625	\$495
Senior Couple	\$86	\$66	Senior Couple	\$892	\$685
Senior Family	\$105	\$85	Senior Family	\$968	\$889
Student (13-23)	\$55	\$42	Student (13-23)	\$559	\$441

*Ongoing monthly dues must maintain membership for at least six consecutive months.

**Annual - Payment due at sign up.

IVGID Passholder Temporary or Special Use Rates

	1 Week	2 Weeks	1 Month	3 Months	6 Months
Single	\$30	\$36	\$65	\$195	\$299
Couple	\$38	\$45	\$87	\$260	\$428
Family	\$50	\$59	\$105	\$315	\$552
Senior Single	\$23	\$30	\$59	\$175	\$260
Senior Couple	\$37	\$44	\$79	\$237	\$396
Student (13-23)	\$21	\$26	\$47	\$142	\$253

Temporary or Special Use Rates

	1 Week	2 Weeks	1 Month	3 Months	6 Months
Single	\$39	\$45	\$79	\$236	\$384
Couple	\$51	\$59	\$115	\$324	\$609
Family	\$65	\$71	\$136	\$347	\$708
Senior Single	\$37	\$44	\$71	\$214	\$344
Senior Couple	\$50	\$59	\$102	\$304	\$519
Student (13-23)	\$34	\$39	\$68	\$203	\$324

Daily Rates

	IVGID Passholder	Rate
Adult (19-59)	\$11	\$15
Senior	\$9	\$13
Student (13-23)	\$8	\$12
Youth (6-12)	\$6	\$9

Recreation Center Punch Cards - 11 Visits for the Price of 10

Want to use the Recreation Center, but go out of town often? Have out-of-town visitors?

Daily use punch cards are a great way to go to the recreation center without a

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
FEBRUARY 13, 2015 SPECIAL IVGID BOARD MEETING – AGENDA ITEM C
– PUBLIC COMMENT SECTION – MORE EVIDENCE IVGID STAFF JUST
DOESN’T CARE ABOUT THE LOSSES IT INCURS OPERATING THE
PUBLIC’S RECREATIONAL FACILITIES ON LOCAL PROPERTY
OWNERS’ BEHALVES – THE SNOWFLAKE LODGE.**

Introduction: We keep hearing of the added revenue staff proposes generating from their expansion of operations at the public’s “under-utilized” recreational facility assets like Diamond Peak. So let’s take Diamond Peak’s Snowflake Lodge as an example. Staff points to the SE Group’s recent Master Plan Update¹ (“the Plan”) which proposes the expenditure of \$6,267,444² of the public’s moneys, guaranteed by the Recreation Facility Fee (“the RFF”) local property owners are *involuntarily* assessed, on a new Snowflake Lodge which the SE Group anticipates will generate nearly \$930,000 of new revenue annually³. I want to share the *actual revenues* staff is generating today from its rental of the Snowflake Lodge in order to give some insight on the SE Group’s suggestion of the additional moneys available to allegedly offset losses otherwise generated at Diamond Peak.

Adventure Night at Snowflake Lodge: Staff uses the public’s assets promoting activities and events of private third parties which allow those third parties to generate revenues for themselves which are subsidized by the RFF. And here’s a perfect example. If you go to the events schedule on the Diamond Peak web site you will see a January 24, 2015 entry for “Adventure Date Night.” Click on the link and you will see the page which is attached as Exhibit “C” to this written statement⁴. For the price of \$240 per couple, you can “ride up Lakeview Lift” after Diamond Peak closes; “spend 2 hours competing (in) team activities (at)...the Snowflake Lodge;” enjoy an “amazing...salmon and steak dinner...(together with) a glass of wine;” and “after dinner, you have a choice to ski...or snowshoe down the mountain.” And who is putting on this activity? “Contact (Charlie at) Discovering Grace Adventures for questions or more information.”

Discovering Grace Adventures? Exhibit “C” invites interested parties to “register & purchase online.” By clicking on the link you are directed to Charlie White’s Discovering Grace Adventures’ web site (<http://www.discoveringgraceadventures.org/project/adventure-date-night/>). And there you will

¹ See https://www.yourtahooplace.com/uploads/pdf-ivgid/BOT-Regular_Packet_9-10-2014.pdf.

² I have attached as Exhibit “A” to this written statement page 55 of the Plan, and I have placed an asterisk next to the SE Group’s anticipated capital expenditures for a new Snowflake Lodge.

³ I have attached as Exhibit “B” to this written statement page 59 of the Plan, and I have placed an asterisk next to the SE Group’s “anticipated (annual) revenue” from a new Snowflake Lodge.

⁴ See <http://www.diamondpeak.com/events/adventure-date-night>.

see the Discovering Grace Adventures' web page⁵ which will allow you to sign up with them (rather than Diamond Peak) directly for this event.

Who is Discovering Grace Adventures? Charlie White is a teacher at private Lake Tahoe School⁶. In order to supplement his income⁷, he is the principal of Discovering Grace Adventures, a private third party, which operates a leadership consulting/training business ("Discovering Grace Adventures designs, managers and leads...team-building...programs...customized to meet your needs") reliant, in part, upon use of the public's facilities. Charlie's business is described on his web site⁸, and he has been successful in getting IVGID staff to promote his business *for free* on the Diamond Peak web site given he describes himself as an IVGID "partner" (also known as a "favored collaborator").

What is the Public Giving to Discovering Grace Adventures for its Adventure Date Night Event? I have obtained a January 24, 2015 "Diamond Peak Ski Resort Group Sales Contract" between Diamond Peak and "Charlie White/Discovering Grace Adventures," and I have attached a copy as Exhibit "F" to this written statement. From an examination of the contract you can see (from the asterisks noted) that we are providing: administrative staff and forms of liability release for each of the maximum 16 participants to sign; printed restricted lift tickets; uphill lift uploads and offloading⁹ for each event participant (at 4:10 P.M. after our chairlifts have closed to the public); lift operation staff (at least 3) to operate Lakeview chairlift after it has closed to the public; exclusive use of the Snowflake Lodge (and the utilities consumed thereat) for dinner [provided by Brimm's Catering ("Brimm's") rather than our Food and Beverage Department] between 6:00 P.M. – 8:00 P.M; optional trail grooming (for an additional \$200); staff to direct the group that they are cleared to ski, snowboard or hike down the designated trail after dinner; ski patrol personnel to direct descent from the Snowflake Lodge between 8:30 P.M. – 9:00 P.M; staff to perform final safety procedures after all event attendees are entirely off Diamond Peak Ski Resort; and, staff available for skier rescue operations (at an additional charge of \$25 per rescue).

⁵ I have attached as Exhibit "D" to this written statement the Adventure Date Night web page on Discovering Grace Adventures' web site.

⁶ See <http://www.laketahoeschool.org/our-school/faculty-and-staff/>.

⁷ "When not at school, Charlie can be found spending time..leading professional development and outdoor education adventures for Discovering Grace Adventures."⁶

⁸ I have attached as Exhibit "E" to this written statement Charlie's "About" web page on Discovering Grace Adventures' web site (see <http://www.discoveringgraceadventures.org/about/>).

⁹ If event participants were not wearing skis/snowboards, as I am informed was in fact the case, the labor and elapsed time to stop and then restart the chairlift to offload each event participant, was more intensive compared to snowriders coming off of a chairlift.

What Did Discovering Grace Adventures Pay IVGID to Use Diamond Peak's Administrative Personnel, Lift System, Ski Patrol and Snowflake Lodge for its Adventure Date Night Event? I again refer the reader back to Exhibit "F;" a **whopping \$10!** I asked Susan if the amount charged to Charlie was \$10/event participant or \$10 total, and I haven't been given an answer. So let's be charitable and assume there were 4 couples¹⁰ and two staff members attending the event. Ten participants at \$10/lift ticket = \$100 of revenue.

Given Brimm's Provided Dinner for the Event, What Did Brimm's Make From Discovering Grace Adventures' Adventure Date Night Event? I can't provide the answer, but I'm guessing a whole lot more than \$100!

What Did it Cost Diamond Peak in Added Personnel, Administrative Support, Ski Patrol Added Lift System and Snowflake Lodge Utilities for Discovering Grace Adventures' Adventure Date Night Event? I'm guessing a whole lot more than \$100!

Conclusion: I and others I know believe that there are dozens if not more similar events staff contracts for and administers that use the public's recreational facilities at local property owners' expense to financially benefit private third parties. And we believe that if the facts were made available, the added revenues generated from these "under utilized" assets would be less than the added costs staff incurs. And why is this relevant to the issue of staff's proposed enhanced summer-time operations at Diamond Peak? Because I want the Board and the public to be realistic insofar as the *REAL* revenues staff is inclined to generate if the proposed \$6,267,444 were expended on a new Snowflake Lodge. In other words, unless there is a significant change in the IVGID culture we know as IVGID, there *NEVER* will nor can there be a return on local property owners' investment. So why consider going down this road?

And You Wonder Why the RFF is Out of Control? I've now provided more answers.

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

¹⁰ I have been informed that this event did not sell out. And even though I attribute a \$10 charge to each Discovering Grace Adventures staff member, I suspect they did not have to pay Diamond Peak anything for their lift tickets because they're "staff." Thus I think my estimate of \$100 of revenue to Diamond Peak is more than fair.

EXHIBIT "A"

Assumptions & Inputs

Table 18. Anticipated Capital Expenditures by Phase

Category	Total Project Cost				
		Phase 1 Years 1–2	Phase 2 Years 3–6	Phase 3 Year 7	Phase 4 Years 8–10
Challenge Course	\$300,000	\$300,000			
Canopy Tour - Crystal to Base	\$924,000	\$924,000			
MTB Trails - below the Incline Flume	\$234,000	\$234,000			
MTB Trails - above the Incline Flume	\$28,000	\$28,000			
Family/Kid's Base Area Bike Loop	\$28,000	\$28,000			
Kids Pump Track	\$24,000	\$24,000			
Bike Skills Park	\$16,000	\$16,000			
Hiking Trails - Snowflake to Base (east side)	\$12,000	\$12,000			
Hiking Trails - Snowflake to Base (west side)	\$12,000	\$12,000			
Interpretive Signage	\$10,000	\$10,000			
Alpine Coaster	\$1,656,390	\$1,656,390			
Climbing Wall	\$80,000		\$80,000		
Play Area	\$30,000		\$30,000		
Rental Equipment	\$18,000		\$18,000		
Entitlement and Permitting	\$560,000		\$160,000	\$110,000	\$90,000
Activities Total	\$3,932,390	\$3,422,390	\$220,000	\$90,000	\$200,000
On-mountain Trail Improvements	\$3,187,500	\$3,187,500			
FFE, telecom, security	\$286,875		\$286,875		
Design Fees	\$389,000		\$389,000		
Kitchen Equipment	\$1,000,000		\$250,000	\$750,000.00	
Snowflake Outdoor Deck	\$675,000			\$675,000	
Removal of existing Snowflake Building	\$24,000			\$24,000	
Removal of existing Snowflake Deck	\$21,000			\$21,000	
Project Contingency	\$195,419			\$195,419	
Per Year Cost Escalation	\$488,650			\$488,650	
Total	\$6,267,444	\$250,000	\$6,017,444		
On-mountain Trail Improvements	\$675,000				
Snowmaking on Diamondback	\$675,000				
Snowmaking on Freeway	\$178,500				
Ridge trail grading	\$19,500				
Beginner route grading	\$83,850				
FIS Traverse Extension	\$120,900				
On-mountain Trail Improvements Total	\$1,077,750	\$19,500	\$1,058,250	\$0	
On-mountain Lift Improvements	\$350,000				
Lakeview Improve lift download capacity	\$350,000				
Lakeview lift replacement	\$4,090,000				
Spillway lift (Lakeview relocation)	\$250,000				
Backside Lift	\$2,140,000				
Backside Trail Work/Construction	\$150,000				
Lift Improvements Total	\$6,980,000	\$350,000	\$4,340,000	\$2,290,000	
Total Improvements	\$18,257,504				

EXHIBIT “B”

Assumptions & Inputs

REVENUE POTENTIAL

Estimates of expected revenue are the product of anticipated visitation and the expected price of each activity. Amenity pricing was carefully developed accounting for local and regional pricing for similar opportunities as well as based on current pricing at resorts nation-wide. As detailed above, revenue has been conservatively calculated by assuming activity price points on the low end of available data ranges. For example, Breckenridge Ski Resort and Park City Mountain Resort presently charge \$16 and \$20, respectively, for a ride on their Alpine Coasters. For Diamond Peak, the Alpine Coaster price point is modeled at \$12. This additionally anticipates that in-district residents using the new amenities at Diamond Peak will be provided with special pricing lower than non-resident guests.

Table 20 details the anticipated pricing by amenity/activity and the total annual visitation. The product of these inputs yields the expected revenue. For the overall programs, slightly less than \$3 million of new revenue is anticipated from Phase 1 and approximately \$1.7 million from the development of Phase 2. Phase 3 would contribute to the overall attractiveness of Diamond Peak as a destination but has not been assumed to generate any specifically attributable incremental revenue.

Table 20. Revenue per Visit and Total Revenue by Phase

Activity/Revenue Category	Annual Visits	Revenue Per Visit	Annual Visit Revenue				
				Years 1–2	Years 3–6	Year 7	Years 8–10
Challenge Course	6,300	\$45.00	\$283,500	\$283,500			
Canyon Tour (Crystal)	9,450	\$100.00	\$945,000	\$945,000			
Lift Ride Only (Lakeview)	5,250	\$8.00	\$42,000	\$42,000			
Lift Ride Only (Crystal)	4,200	\$8.00	\$33,600	\$33,600			
Lift Service for MTB Access (Lakeview)	4,200	\$25.00	\$105,000	\$105,000			
Lift Service for MTB Access (Crystal)	8,400	\$40.00	\$336,000	\$336,000			
Bike Skills Park/Pump Track	7,952	\$0.00	\$0	\$0			
Climbing Wall	4,032	\$15.00	\$60,480	\$60,480			
Alpine Coaster (Summer)	50,400	\$12.00	\$604,800	\$604,800			
Alpine Coaster (Winter)	11,500	\$12.00	\$138,000	\$138,000			
Mtn. Segway Tours (rev share)	2,016	\$55.00	\$55,440	\$55,440			
MTB Rentals	3,150	\$45.00	\$141,750	\$141,750			
MTB Instruction	630	\$90.00	\$56,700	\$56,700			
Kid's Mountain Camps	800	\$75.00	\$60,000	\$60,000			
Retail Sales - Winter	115,000	\$2.50	\$287,500	\$287,500			
Retail Sales - Summer	61,625	\$2.00	\$123,250	\$123,250			
Incremental Increase in Winter Revenue (Ph 4)	11,500	\$55.00	\$632,500				\$632,500
Snowflake Food & Beverage Operations							
Summer Breakfast	1,600	\$12.00	\$19,200	\$19,200			
Summer Lunch	37,464	\$12.00	\$449,563	\$134,869.0	\$314,694.24		
Summer Dinner	5,040	\$50.00	\$252,000	\$252,000			
Winter Breakfast	2,500	\$12.00	\$30,000	\$30,000			
Winter Lunch (Revenue Improvement)	27,500	\$3.00	\$82,500	\$82,500			
Winter Dinner	1,600	\$60.00	\$96,000	\$96,000			
Special Events							
Weddings - Summer	3,000	\$120.00	\$360,000	\$360,000			
Weddings - Winter	500	\$120.00	\$60,000	\$60,000			
Other Spec. Events (races, recreation, etc.)	750	\$25.00	\$18,750	\$5,625.0	\$13,125		

EXHIBIT “C”

Adventure Date Night



January 24th, 2015

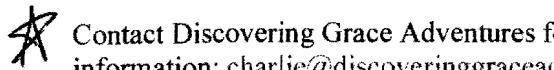
Adventure Date Night, presented by Discovering Grace Adventures, is an event that promotes healthy awareness, dialog and appreciation for couples in a fun atmosphere. It is not therapy or a counseling program. It is simply time to get back to the basics, have fun together, laugh together, enjoy healthy conversation free from distraction and enjoy a wonderful meal with a lake view.

Ride up Lakeview Lift up to Snowflake Lodge, spend 2 hours completing team activities that will be sure to have you laughing, moving and debating the “best” methods for completing the task. Like all structures and relationships, these activities allow you to refortify your foundations, adding to your relationship more understanding, appreciation and joy that act as the mortar and stone on which to continue to build. After dinner, you have a choice to ski down or snowshoe down the mountain!

Many couples spend most of their time balancing work, raising kids, managing finances and running a household. Add to that the demands of exercise, spiritual or religious organizations and all that life has to offer and even the most moderately scheduled adult struggles to find enough time in the day. It's time to take break; take a mini-vacation without leaving Incline. Join us for Adventure Date Night at Diamond Peak and grow together while having fun!

Details & Registration

- Fee: \$240 per couple
- Register & purchase [online](#)
- Time: 4:00pm-9:00pm
- Maximum of 8 couples



Contact Discovering Grace Adventures for questions or more information: charlie@discoveringgraceadventures.org

About Discovering Grace Adventures

Discovering Grace Adventures uses an adventure model to cultivate awareness and effective communication while promoting the values of Courage, Compassion, and Love. Discovering Grace Adventures designs, manages and leads programs ranging from summer camps, outdoor education trips, corporate team-building, family reunions, retreats and more. They have flexibility to work at your site or at one of our partner's facilities. They work with groups of all ages and backgrounds and our programs are customized to meet your needs. Discovering Grace Adventures can design programs that fit your schedule and purpose, while providing the best possible experience for participants.

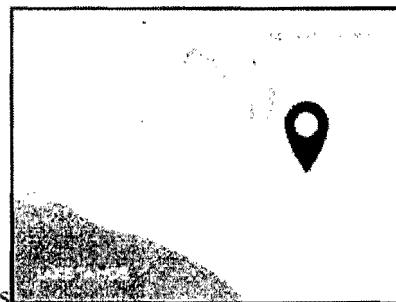
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775-832-1177

info@diamondpeak.com

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EXHIBIT "D"

[Discovering Grace Adventures](#)[Programs and Services »](#) [About Us »](#) [Your Program »](#)

Adventure Date Night



Adventure Date Night provides a physical activity that promotes healthy awareness, dialogue and appreciation of one another. It is simply time to get back to the basics, have fun together, laugh together, enjoy healthy conversation free from distraction and enjoy a wonderful time together.

Ride up Lakeview Lift to Snowflake Lodge, spend 2 hours completing team activities

that will be sure to have you laughing, moving and debating the "best" methods for completing the task. Like all structures and relationships, these activities allow you to refortify your foundations, adding to your relationship more understanding, appreciation and joy that act as the mortar and stone on which to continue to build. After dinner, you have a choice to ski down or snowshoe down the mountain!

Many couples spend most of their time balancing work, raising kids, managing finances and running a household. Add to that the demands of exercise, spiritual or religious organizations and all that life has to offer and even the most moderately scheduled adult struggles to find enough time in the day. It's time to take break; take a mini-vacation without leaving Incline. Join us for Adventure Date Night at Diamond Peak and grow together while having fun! Oh, did I mention the salmon and steak dinner is amazing and a glass of wine is included?

Date: January 24th

Start Time: 4PM End Time: 8:30-9PM

Location: Diamond Peak Ski Area

Limit 8 couples

EXHIBIT "E"

About

Mission:

Discovering Grace Adventures uses an adventure model to cultivate awareness and effective communication while promoting the values of Courage, Compassion, and Love

Vision:

Discovering Grace Adventures, named after my daughter Grace, aims to simplify self-discovery and leadership by opening hearts, minds and eyes to the gifts we each possess and the beauty that exists in each person. Discovering Grace Adventures strives to break down the barriers we create within ourselves that prevent us from communicating effectively and reaching our full potential. Healthy communication can change our lives.

Mission in Action:

Discovering Grace Adventures designs, manages and leads programs ranging from summer camps, outdoor education trips, corporate team-building, family reunions, retreats and more. We have flexibility to work at your site or at one of our partner's facilities. We work with groups of all ages and backgrounds and our programs are customized to meet your needs. We can design programs that fit your schedule and purpose, while providing the best possible experience for participants.

Why Adventure?

Adventures are, by their nature, explorations into unknown territory. They involve a certain degree of risk and typically the adventurer experiences a reward of accomplishment and a greater understanding of the world and the self. Where we take the adventure is largely dependent on the audience.

It may be as simple as hiking into an area unfamiliar to us. Here the unknown provides us with a sense of wonderment and curiosity. It challenges us to apply the skills we have learned in life in a new setting, under new circumstances. Alternatively, the adventure could be an intense experience of rock climbing or summiting a peak. In these cases, it pushes us to quickly develop new skills and adapt our behavior, our

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Discovering Grace Adventures

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- › Tahoe Family Solutions

Partners

- › Action Water Sports of Incline Village
- › Project Discovery
- › Tahoe Adventure Company

means of communication and self-understanding to thrive in situations that may seem unpredictable and outside our comfort zone. Finally, the adventure will always encourage a certain degree of introspection and self-awareness. It is at these moments in the adventure that we are empowered. We recognize our ability to control our actions and our reactions, to see the gifts in ourself and those around us and to thrive on the feeling of peace that comes with having experienced the adventure.

Stewards of the Environment and Community:

Discovering Grace Adventures is proud to practice Leave No Trace Outdoor Ethics in our outdoor adventures. While protecting the environment we work in is vital to our practice, so too is caring for the communities and people around us. Through our own programs and through non-profit organizations we aim to provide service and loving kindness to those in need.

Discovering Grace Adventures

Pages

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EXHIBIT “F”



2015 Diamond Peak Ski Resort Group Sales Contract

1210 Ski Way • Incline Village • NV • 89451

Contact Name:	Charlie White / Discovering Grace Adventures	Date(s) of Visit:	01/24/2015
Company/Group Name:	Adventure Date Night at Snowflake Lodge	Phone:	
Mailing Address:			
City, State, Zip:			
On Site Contact (Name & Cell):	Charlie White		
Email:			
Approximate Time of Arrival:	4:00pm		
Total number of people in your ski group:	17 People Maximum (8 (2 Staff - 16 participants))		

ADVENTURE DATE NIGHT AGREEMENT

QTY	PRODUCT	VALID DATE	VALID AGES	NET RATE
	1 Day Uphill Lift Ticket – 1 Lift Uses	1/24/2015	All Ages	\$ 10
SUB - TOTAL				\$

- * Lift Upload at 4:10pm
- * Group Activities on Snowflake Access Road from 4:30pm-6:00pm
- * Dinner at Snowflake Lodge 6:00pm – 8:00pm (Brimm's Catering)
- * Downhill Night Ski or Hike 8:30pm – 9:00pm (Entire group must ski or hike, if group is skiing they must all have an adequate light source on them. Multiple modes of descent will not be permitted. Ski Patrol will be on site and responsible for choosing a descent route)

Optional Trail Grooming.....\$200.00

- * The intermediate trail "Popular" will be groomed from Snowflake Lodge to the Base Area at the request of the client.
- * Grooming request may be made up until and no later than 72 hours prior to the event date.

Rates are non-commissionable. The preceding rates are not valid without a counter signed contract on file with the Diamond Peak Group Sales Office and a valid method of payment. i.e. Signed Credit Card Authorization.

GROUP BOOKING POLICY

All groups must have a person accountable for the group. This person must be a responsible representative of the company or organization that booked the group and must participate in the Group Booking Events. It is Discovering Grace Adventures responsibility to inform your group leaders and guests of all policies and procedures pertaining to your group.

- All guests **MUST** ski, snowboard or telemark, or hike down the hill at the end of the event. If guests are skiing, guests **MUST** have a skill level of intermediate or better. There are no exceptions to this policy.
- ★ ○ All attendees will be required to sign a liability release as well wear a printed lift ticket issued by Diamond Peak. Lift Tickets will only be issued to the guest after a liability release has been captured from each guest.
- ★ ○ Attendees must stay on specific downhill route specified by ski patrol during dinner event.
- ★ ○ All guests will remain at the dinner event until Diamond Peak staff directs the group that they are cleared to ski or snowboard, or hike, down the designated trail.
- The descent will likely be in extremely low-light or no-light conditions. All guests must bring an adequate light source or the group leader must provide a headlamp for each attendee participating without their own device.

GROUP BOOKING POLICY (CONTINUED)

- All attendees must be entirely off Diamond Peak Ski Resort by 9:00pm to allow for final safety procedures before that night's grooming shift.
- **A final guest list complete with alphabetized first and last name is required 24 hours prior to the event if guests will be individually picking up lift tickets at the guest service window.**
- Guests may pick up tickets no earlier than 3:00pm at the Guest Services Window and must have a valid ID in order to pickup tickets. Tickets will not be issued without ID, No Exceptions.
- No shuttle service will be available after the event from Diamond Peak.
- Please note: If alcohol will be served at the event. Individuals should not consume alcoholic beverages to the point that will affect one's ability to ski safely. Diamond Peak will not be held responsible for incidents caused by intoxicated individuals.

Unless otherwise noted, Discovering Grace Adventures will be responsible for any incidental charges resulting from damage to DPSR property or skier rescue operations. Guests requiring snowmobiles up or down the mountain will be charged \$25 per rescue and will be charged to the Group Master account. All group members must be down the hill and off the ski area by 9:00pm. No vehicles may be left in the Diamond Peak Lower or Upper Parking Lot overnight; any vehicles being left at the property may be parked at the Big Water Grill / Diamond Peak Overflow Lot for the evening of the event only. If snow is falling or impending that night, all vehicles being left over night must be parked along the row of parking abutting the hillside to allow for snow removal operations that evening.

IMPORTANT DATES AND DEPOSIT/PAYMENT SCHEDULE

5 Days Prior To Event Date:

Guaranteed Guest Count Due

Full Payment of Group Booking Due

Please read the following carefully, then sign and date at the bottom:

Diamond Peak Ski Resort agrees to hold the space listed above on a tentative basis until **Monday, December 29th, 2014**. If DPSR and Discovering Grace Adventures do not have a fully executed agreement on **Monday, December 29th, 2014** Diamond Peak Ski Resort may choose to release the space for sale to the public. Prior to such date, should another group desire the same dates Diamond Peak Ski Resort will exercise its First Right of Refusal and Discovering Grace Adventures will have 72 hours to return the signed Agreement and requested deposit to consider all arrangements definite.

This agreement and any attachments hereto constitute the entire agreement between the parties with respect to the subject matter hereof and shall supersede all previous proposals, both oral and written, negotiations, representations, commitments and other communications between the parties. This Agreement may not be released, discharged, changed or modified except in writing and signed by duly authorized representatives of both parties.

After reading the above policies and procedures of this contract, please initial all pages, sign and return the contract. This agreement shall become effective between Discovering Grace Adventures and the Diamond Peak Ski Resort when signed by both parties, at which time your event will be established on a definite basis.

Assumption of Risks:

I understand that there are certain inherent risks in skiing and snowboarding that are an integral part of these sports, whether natural, man-made or man-modified, as defined in Washoe County Ordinance 864 which includes but is not limited to: changing weather conditions, variation or steepness of terrain, snow or ice conditions, structures and their components, collision with other skiers or snowboarders or obstacles, loading and unloading, fall from lifts, and skier's or snowboarder's failure to ski within their own ability. I further understand that participation in the sport of skiing and snowboarding may be exposing me and my group to these risks which could result in bodily injury, death, and/or property damage, and I assume these risks.

I have read and agree to comply with all of the policies and procedures outlined in this contract. I understand that the Diamond Peak Ski Resort has the right to terminate this contract and retain moneys (per this agreement) if our group does not adhere to these policies.

Charles White
Group Representative Printed Name

12/24/14
Date

Charles White
Group Representative Signature

12/24/14
Date

Diamond Peak Representative Signature

Date

**WRITTEN STATEMENT TO BE ATTACHED TO AND MADE A PART OF THE WRITTEN
MINUTES OF THE IVGID BOARD OF TRUSTEES' SPECIAL FEBRUARY 13, 2015
MEETING – AGENDA ITEM (C) – PUBLIC COMMENT SECTION – ISN'T IT
TIME THE BOARD'S ASSESSMENT OF THE RECREATION ("THE RFF")
AND BEACH ("THE BFF") FACILITY FEES BE RETURNED TO UNI-
FORM AND FAIR TO ALL "DWELLING UNIT" OWNERS?**

Introduction: As the IVGID Board knows, I and other local property owners I know have many problems with the RFF/BFF and the manner within which they are *non-uniformly* assessed. Whenever a "dwelling unit" is either overtly or patently exempted from paying the RFF/BFF, it means that the owner(s) of every other "dwelling unit" which is assessed, pays more than his/her/its fair share¹.

Prior to the preparation of this written statement I reached out to the Board's new Chairperson, Jim Smith, to discuss placement of this matter on its next agenda². I did this, in part, because Board Policy 137(I)(E)(1) states that preparation of agendas shall be by the General Manager in cooperation with the Board Chair. But rather than meeting with me, or calling me to discuss my e-mail, Jim turned my e-mail over to attorney Devon Reese. And on January 21, 2015 Mr. Reese sent me an e-mail stating: don't contact the trustees or staff directly concerning anything. Instead, contact him instead³.

For this reason I shall publicize the reasons for placing this matter on the IVGID Board's agenda for future action, and ask that one or more Trustees intervene to begin making what IVGID does fair and uniform to all. It is this lack of uniformity which is the purpose of this written statement.

Resolution No. 419: Before IVGID obtained the basic power to acquire property for public recreation⁴, its Trustees at the time (who were also principles of Incline Village's developer, the Crystal Bay Development Co.) had their eyes affixed upon acquisition of the beaches. In anticipation of that acquisition, on October 5, 1967, the then Board adopted Resolution No. 419⁵. ¶2 of Resolution No. 419 makes clear that it was adopted in anticipation of acquiring "title to either or both the Burnt Cedar...and...Incline Community Beach(es)" ("the beaches").

¹ An infringement of IVGID's stated (see <http://www.yourtahoeplace.com/ivgid/about-ivgid/mission-vision>) "One Division, One Team" mantra.

² A copy of my January 16, 2015 e-mail to Mr. Smith is attached as Exhibit "A" to this written statement.

³ A copy of Mr. Reese's e-mail is attached as Exhibit "B" to this written statement.

⁴ This basic power was granted to IVGID by the Washoe County Board of Commissioners ("the County Board") on November 15, 1965, as evidenced by its Bill No. 132, Ordinance No. 97.

⁵ A copy of Resolution No. 419 is attached as Exhibit "C" to this written statement.

In order to provide funding to service the revenue bonds which were intended to be issued to finance the contemplated acquisition of the beaches, Resolution No. 419 adopted minimum annual charges which would be assessed against all non-exempt parcels within IVGID's then boundaries. Those charges were set forth at ¶7, and at sub-section ¶7(e) the Resolution declared that the sum of "\$15...would be) imposed...(against) *each room or unit intended for occupancy* by a person or persons as a single unit *within a hotel or motel*...for each fiscal year ending on June 30 commencing with July 1, 1968." The stated justification for this assessment was because each hotel or motel room would be receiving the *same* "services and facilities" as every other assessed property within IVGID's boundaries; namely, pursuant to ¶5 of Resolution No. 419, exclusive accessibility to the beaches; i.e., "accessib(ility) only to property owners of the District, and their tenants, *hotel and motel patrons*, and their guests."

Resolution No. 451: On October 25, 1965, Harold B. Tiller gave testimony to the County Board in support of IVGID's request that it be granted the additional basic power to furnish facilities for public recreation. In that testimony Mr. Tiller represented that the beaches could be acquired for \$1.25 Million, and that "the total bond issue amount (required would be)...\$1.458 Million for costs, acquisition...working capital and reserves." But by the time IVGID was in a position to actually consummate purchase of the beaches, the price tag had increased to \$2.1 Million, and the total bond issue amount required had mushroomed to \$2.685 Million⁶. As a result, it was agreed amongst the litigants in that litigation that the RFF for "developed hotel – motel propert(ies)" would be "\$25.00 per year per room." This agreement was memorialized into Resolution No. 451 on April 16, 1968 which amended Resolution No. 419 insofar as the RFF amounts were concerned⁷. In particular, the initially declared RFF was increased at: ¶7(a) to \$50 annually "for each...single family parcel," and ¶7(e) to "\$25 (annually) for *each room or unit* intended for occupancy by a person or persons as a single unit *within a hotel or a motel*."

For Fifteen (15) Years, Between July 1, 1968 and June 30, 1982, Each and Every Hotel and Motel Room Was Assessed a Separate Annual RFF: I'm not going to attach every resolution which adopted the RFF after Resolution No. 451 came into existence, but I am attaching (as Exhibit "E" to this written statement) Resolution No. 1397 which was adopted by the then Board on May 14, 1981⁸. We can see that as of that date, hotel and motel rooms were still being assessed the RFF, and that it had increased from \$50 to \$195 annually for single family parcels, and from \$25 to \$97.50 annually for hotel and motel rooms. The Board can see from the asterisk I've placed on the first page of this Resolution, that it was adopted pursuant to the authority of Resolution No. 419.

⁶ See ¶IV of that March 7, 1968 letter directed to all Incline Village property owners which announced the settlement of litigation over IVGID's assumption of the basic power to acquire facilities (i.e., the beaches) for public recreation.

⁷ A copy of Resolution No. 451 is attached as Exhibit "D" to this written statement.

⁸ I have also attached as Exhibit "F" to this written statement, the minutes of the then Board's regular meeting of May 14, 1981 which adopted Resolution No. 1397.

For Some Reason, Commencing With the 1982-83 RFF, IVGID Stopped Assessing Each Hotel and Motel Room Within its Boundaries a Separate RFF: notwithstanding the fact that pursuant to Resolution No. 419 and the beach deed itself, each “hotel and motel (unit) patron(s)” was “specially benefitted” by being entitled to beach access. To demonstrate this change in assessment, I am attaching (as Exhibit “G” to this written statement) Resolution No. 1424 which was adopted by the Board on April 15, 1982⁹. I have placed an asterisk next to ¶III(F) which the Board can see, *reduced* the annual RFF assessed “commercial parcel(s) zoned TC or GC (the zoning) which include(d) hotel and motel parcels” from \$97.50 per hotel and motel room to \$175 per hotel and motel parcel.

For the Next Thirty-Two (32) Years, Between July 1, 1982 and the Present, Every Hotel and Motel Has Benefitted Inasmuch as They Have Escaped Per “Unit”/Room Assessment:

Today’s Assessment of the RFF/BFF: is reflected in Resolution No. 1830¹⁰. Today IVGID treats RFF/BFF assessment of hotels and motels the same as if they were “parcel(s) separately assessed by the County Assessor, which...do...not contain...dwelling unit(s)¹¹.”

Why the Change in Assessment? I can’t tell you for certain. But let me share what I do know.

I have asked Susan if: 1) an audio tape of the Board’s April 15, 1982 meeting exists so I can listen to it; 2) a Staff Memorandum exists so I can read it; and, 3) a Board packet exists I can examine which might include protests by members of the public? Susan’s answer to each of these questions has been the same; “NO.”

I have located and spoken to two¹² of five former members of the April 15, 1982 IVGID Board¹³, and each has informed me that he/she had no recollection of the April 15, 1982 meeting nor the reasons why the way in which the RFF had been assessed against hotels/motels was changed. I have located and spoken (via e-mail) to the General Manager at the time (Larry Rihl), and he has informed me that he has no recollection either.

Thus what I suspect happened at the time, is that this change was quietly initiated by staff because of their close relationship with the Hyatt Hotel. And like we’ve seen so many times before,

⁹ I have also attached as Exhibit “H” to this written statement, the minutes of the then Board’s regular meeting of April 15, 1982 which adopted Resolution No. 1424.

¹⁰ A copy of Resolution No. 1830 is attached as Exhibit “I” to this written statement.

¹¹ See ¶II(B) of the “Report for Collection on the County Tax Roll of Recreation Standby and Service Charges” attached to Exhibit “J.”

¹² John Ross and Jane Maxfield.

¹³ One former Board member (Bob McGivern) is deceased, Charles Price cannot be located and Bob Wolf hasn’t returned my call.

the then Board either didn't notice nor question the change. Or they might have noticed but felt it was not their place to interfere with staff's administration of the public's assets (what today would be called "micro-managing").

Regardless of the reasons, it seems clear that there was no material reason for changing the system of assessing the RFF compared to the reasons for its initial assessment.

Given the Owners of Hotel and Motel Rooms Realize the Very Same Privileges as Do the Owners of Any Other "Dwelling Units," it is Neither Fair Nor Reasonable to Assess Them a Lower RFFs/BFFs Than the Owners of Other Multi-"Dwelling Unit" Parcels: like duplexes, triplexes, fourplexes and apartments.

The Fact the IVGID Board Initially Exercised the Authority to Assess Each Hotel and Motel Room the RFF is Evidence That This Board Has the Authority to Reinstitute the Very Same Assessment Practice:

If the IVGID Board Were to Again Assess Every Hotel and Motel Room a Separate RFF/BFF, it Could Easily Generate an Additional \$650,000 or Even More: I can't give the Board precise numbers, however, between the Hyatt, Biltmore and Cal Neva Hotels, the Crystal Bay and Parkside Inn Motels, and the 88 or more self-contained short term student housing dorm apartments at Sierra Nevada College ("SNC"¹⁴), there are easily 850 or more hotel and motel rooms/their equivalent within IVGID's boundaries. Do the math and it becomes clear this "under utilized asset" could very easily generate an additional \$700,000 or more of annual facility fee revenue. And this added revenue could easily *reduce* every other "dwelling unit" owner's RFF by \$75 or more, and every other "dwelling unit" owner's BFF (with beach access) by \$7.50 or more.

Isn't it Really Called "What Being a Community is (Really) All About?"

But There's More Non-Uniformity Than Complaining About the Way Hotels and Motels Are Assessed – Commercial Versus Residential "Units:" The statutory authority IVGID relies upon to assess/collect the RFF/BFF is NRS 318.197(1)¹⁵ which states "the board may fix...recreational facilit(y)...rates, tolls or charges...including, but not limited to, service charges and standby service charges, for services or facilities furnished by the district, charges for the availability of service¹⁶...and minimum charges." Thus IVGID labels the RFF/BFF "Recreation Standby and Service Charges"¹⁶. But nowhere does NRS 318.197 nor any other part of NRS 318 instruct that such charges may be assessed against property rather than persons. Nor that it may be assessed against individual units upon a parcel

¹⁴ Thus raising the issue of Trustee Kendra Wong's conflict of interest given she is employed by SNC as the head of its business department.

¹⁵ See <https://www.leg.state.nv.us/NRS/NRS-318.html#NRS318Sec197>.

¹⁶ Rather than "the availability of service" *at a discount*.

rather than the parcel itself. Nor that it may be assessed against certain types of individual units (residential dwellings) and yet not others (commercial offices). In other words, the NRS is completely silent insofar as all of these distinctions are concerned.

Although IVGID is a political subdivision, it's not a county, city nor town. That means it's not a form of "general government" (i.e., one with "general (police) powers" to provide for the general health, safety and welfare of its inhabitants). Rather, it is a *limited* form of government with *limited* powers; i.e., those explicitly recognized by the Legislature, and granted by the Washoe County Board of Commissioners ("the County Board"). Therefore as the Attorney General has stated, given "*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 (those statutes)...must...be strictly construed, to include no more than (the) Legislature clearly intended*" [A.G.O. No. 63-61, p. 103 (August 12, 1963)]. Stated differently, "municipal corporation(s) possess... and can exercise the following powers *and no others*: First, those granted in express words; second, those necessarily implied or necessarily incident to the powers expressly granted; (and) third, those absolutely essential to the declared objects and purposes of the corporation—not simply convenient, but indispensable."¹⁷

So with this primer in mind, where does NRS 318.197 state in express words that the IVGID Board may involuntarily assess units upon parcels standby service charges for the availability to use public recreational facilities available to the general public as a whole at a discount? And where does it state that the IVGID Board can create classifications for certain types of "units" to be assessed and not others? And how does this classification system pass constitutional muster given Article 4, §21 of the Nevada Constitution¹⁸ states that "in all cases...where a general law can be made applicable, *all laws shall be general and of uniform operation throughout the State?*"

The justification IVGID staff uses for assessing "dwelling units" rather than other types of "units" upon parcels (like hotel/motel rooms or commercial office space) is that the guests of these establishments are not residents and, therefore, cannot (and should not) be able to avail themselves of the resident recreation privileges embodied in the RFF (i.e., user fee *discounts*). But the "resident" distinction makes no sense. Although the public's recreational facilities are available to be used by local residents who occupy "dwelling units," aren't they're just as available to be used by non-residents who come to work each day to an individual office within an office building? Or nonresident transients who rent hotel or motel rooms for a couple of days? Or nonresident operators of businesses within a shopping mall? Or the employees of such businesses? Isn't the alleged "benefit" being provided by IVGID the *same* for everyone? Why then the justification for treating individual

¹⁷ See page 5 of the Research Division of the Legislative Counsel Bureau's April 2014 Policy and Program Report on State and Local Government(s)
[<http://www.leg.state.nv.us/Division/Research/Publications/PandPReport/19-SLG.pdf>].

¹⁸ See <https://www.leg.state.nv.us/const/nvconst.html#Art4Sec21>.

units upon parcels any differently when it comes to the RFF/BFF?

And There's Even More Non-Uniformity – it's Called Favored "Exemptions:" Nowhere does NRS 318.197 nor anywhere in NRS 318 instruct that having fixed a standby service charge, IVGID may exempt some but not all of those assessed. Yet listen to the exemptions IVGID has created: "lots, parcels and areas of land used...for religious...or educational purposes...(and) publicly owned lands." Hasn't IVGID created in excess of what the "*Legislature clearly intended*" (precisely what the Attorney General has told us is beyond IVGID's power)?

Moreover, don't the parishioners of a church (especially nonresidents) who aren't paying the RFF realize the same alleged recreation benefits every other member of the general public realizes? What about the occupants of single family residences owned by religious, educational or public organizations? What about the children who attend private Lake Tahoe School (again, especially nonresidents)? Or the young adults who attend private SNC (again, especially nonresidents)? Or the employees of the County, the North Lake Tahoe Fire Protection District or Pet Network¹⁹? Or what about IVGID's employees and their household family members? *Although everyone realizes the very same benefits, why isn't everyone uniformly assessed the RFF/BFF?*

Moreover still, Susan has confirmed to me that none of the owners/occupants of any of these exempted parcels realizes the recreation privileges made available to those who pay the RFF. That is, *except IVGID*. IVGID has adopted a policy which non-uniformly exempts certain parcels (including its own) from paying the RFF, and then non-uniformly treats those exemptees by disallowing recreation privileges for all *except IVGID*.

Back to October 29, 1997 a number of local residents banded together to form the Incline Residents and Homeowners Association ("the IRHA"). The IRHA asked that the Washoe County District Court impanel a Grand Jury "to conduct a complete civil and criminal investigation into all operations of IVGID." In connection with that request, the IRHA prepared a substantial document which outlined many of the problems we continue to suffer from today. I have copies and have attached as Exhibit "K" to this written statement portions of an October 29, 1997 letter which discusses the RFF, and its non-uniform assessment insofar as hotel and motel rooms were concerned. Listen to footnote 55 from page 24 of the letter:

Then GM "Pat Finnigan...asserts...that IVGID does not charge the Hyatt Hotel the fee (i.e., the RFF) because (then) the Hyatt would be entitled to a resident rate at the golf course."

This reasoning is preposterous. The Hyatt is charged two RFFs (because it sits on two parcels within IVGID's boundaries). As such, it is entitled to the same recreation privileges as every other

¹⁹ The IVGID Board has exempted the Pet Network from paying the RFF/BFF notwithstanding the fact it neither provides religious nor education services.

parcel owner assessed the RFF. Since one of those “privileges” is discounted resident rates at our golf courses, what exactly is the difference? Moreover, since the Hyatt is a local property owner with beach access, it is permitted to bestow beach access upon each and every one of its guests just like every other parcel owner assessed the BFF. Simply stated because the Hyatt realizes the same benefits as every other parcel owner which is assessed the BFF and/or RFF, there is no justification for treating it any differently than the rest of us.

But Wait; There's Even More Non-Uniformity – it's Called Favored “Disconnection:” NRS 318.197(3) states that “the (IVGID) board shall prescribe and enforce regulations for the connection with and the disconnection from properties of the facilities of the district and the taking of its services.” And based upon this grant, the resolutions which adopt the RFF/BFF provide that the owners of “undeveloped...parcel(s with)...deed restriction(s which)...prevent (future)...development” may elect to “disconnect” from the alleged recreation benefits offered to those property owners who pay the RFF (i.e., user fee discounts). Why just undeveloped parcels? Why can't the owner of a developed single family dwelling make that same election?

These Issues Are Not New. They Were All Raised in 1997 When Local Property Owners Asked That a County Grand Jury Be Impaneled: If you're a student of IVGID history, you soon learn that the same problems local property owners suffer from today, have been ongoing for the last fifty or more years! They're never addressed. Returning to October 29, 1997. listen to the following language²⁰ from page 24 of Exhibit “K:”

“The Hyatt Hotel has 458 rooms in the main building, and 48...1 bedroom suites and 24...2 bedroom suites...The Hyatt therefore has 554 rooms subject to the (RFF)...which (at the then \$275 RFF) amounts to an annual recreation charge...of \$76,175... *they don't pay.*”

Given today's BFF/RFF would total nearly \$460,000 annually, you have to ask yourself why any Board with the fiduciary responsibility to look out for local property owners' interests wouldn't uniformly assess the RFF?

Conclusion: Isn't it time IVGID return to its roots and *uniformly* assess *all* properties or “units” upon properties within its boundaries which realize the same alleged recreation benefits the Board and staff tout?

And You Wonder Why the RFF/BFF Which is Non-Uniformly Assessed is Out of Control? I've now provided more answers. Respectfully, Aaron Katz (Your Community Watchdog Because No One Else Seems to be Watching).

²⁰ I find this language to be striking because if we didn't know better, many reading this statement would attribute this language to me.

EXHIBIT "A"

From Aaron - Request to Place an Item on the IVGID BOT's Agenda

From: s4s@ix.netcom.com
To: "jim@servicescouts.com"
Subject: From Aaron - Request to Place an Item on the IVGID BOT's Agenda
Date: Jan 16, 2015 10:24 AM

Hi Jim -

I don't know the protocol but now that you're the Board chairperson, I would like to ask if you would place a matter on the agenda for the next meeting. If possible, I would like to do so in person or over the telephone rather than making a formal written request. With that in mind, would you please share your telephone number or alternatively, you can give me a call (my telephone number is below)?

To give you a heads up about the subject matter, it deals with the nonuniform treatment of hotel/motel rooms insofar as assessment of the Rec/Beach Fees. From inception of the Rec Fee through and including June 30, 1982, all hotel/motel rooms were assessed a Rec Fee. But thereafter that was stopped, and in the name of uniformity, I think it should be reinstated.

Thanks for your consideration, Aaron

"A"

EXHIBIT "B"

RE: Public Records Requests and Request to Place Item on IVGID Agenda

From: Devon Reese <DReese@rkglawyers.com>
To: "s4s@ix.netcom.com"
Subject: RE: Public Records Requests and Request to Place Item on IVGID Agenda
Date: Jan 21, 2015 1:57 PM
Attachments: image001.png

Mr. Katz,

Our office intends to have a professional and transparent relationship with you. I hope that you will find me easy to work with.

My request is fairly narrow. If I am not mistaken, you are professionally trained as a lawyer and are also a litigant against the District. As such, according to the Nevada Rules of Professional Conduct, I must ask that you discontinue direct communication with the District Trustees or staff. NRPC Rule 4.2. provides in relevant part that: "a lawyer shall not communicate about the subject of the representation with a person the lawyer knows to be represented by another lawyer in the matter, unless the lawyer has the consent of the other lawyer or is authorized to do so by law or a court order."

It appears that you may be using the records request process to conduct discovery for your litigation which is impermissible and/or making requests which are vexatious which is equally impermissible. Furthermore, because you are a litigant against the District I do not want my clients meeting with you for any purpose. 

Kindest regards,

DEVON T. REESE
ATTORNEY AT LAW
DREESE@RKGLAWYERS.COM
WWW.RKGLAWYERS.COM



936 Southwood Blvd., Suite 301
Incline Village, Nevada 89451
p. 775.832.6800

190 W. Huffaker Lane, Suite 402
Reno, Nevada 89511
p. 775.853.8746

2300 W. Sahara Ave., Suite 800
Las Vegas, Nevada 89102
p. 702.856.4333

EXHIBIT "C"

RESOLUTION NO. 419

A RESOLUTION FIXING RATES, TOLLS AND CHARGES
FOR THE RECREATIONAL SERVICES AND FACILITIES
OF BURNT CEDAR AND INCLINE COMMUNITY BEACHES

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

RESOLVED, by the Board of Trustees of the Incline Village General Improvement District, Washoe County, Nevada, as follows:

WHEREAS, it is proposed that the District issue revenue bonds to provide funds to acquire Burnt Cedar Beach and the improvements thereon and to acquire and improve the area known as Incline Beach, and to pledge the net revenues to be derived from the rates, tolls and charges to be fixed for the services and facilities thereof; and

WHEREAS, it is necessary that said charges be fixed prior to the adoption of a resolution providing for the issuance of said bonds.

NOW, THEREFORE, IT IS ORDERED, as follows:

1. Short Title. This resolution shall be known and cited as the Community Beaches Rate Resolution.

2. Taking Effect. This resolution shall take effect upon the acquisition of title to either or both the Burnt Cedar Community Beach and the Incline Community Beach.

3. Present Facilities. Until both of said beaches have been acquired and the proposed improvements completed on Incline Beach, the charges herein fixed shall be and constitute charges for the services and facilities of the portions thereof then acquired.

4. Description of Charges. The rates, tolls and charges herein fixed are minimum annual charges for the services of the lands and facilities of the community beaches, and shall include, without limiting the generality thereof, charges for the operation thereof for the furnishing thereof, for the furnishing of the services thereof, for the availability of the services thereof, and for the standby of said lands and facilities and the services and operation thereof.

"C"

5. Usefulness of Lands. The lands for which said charges are imposed consist of two parcels of land lying between State Highway No. 28 and Lake Tahoe and having a beach frontage of 1170 feet and 1340 feet, respectively, and both said parcels, and the Lake by reason thereof, are accessible only to property owners of the District, and their tenants, hotel and motel patrons, and their guests, whether or not said lands so charged are improved for occupancy.

6. Intrinsic Distinctions in Lands Charged. The lands charged herein have natural, intrinsic and fundamental distinctions which are reasonable in their relation to the object of the charges herein imposed, and based thereon are herein classified for the purpose of such charges.

7. Charges. The following rates, tolls and charges are prescribed and imposed for each fiscal year ending on June 30 commencing with July 1, 1968 for the various classifications as follows:

(a) Single Family Parcel. \$50 for each subdivided lot or unsubdivided parcel constituting a single family home site, zoned for a single family residential structure whether or not so improved.

(b) Duplex Parcel. \$100 for each subdivided lot or unsubdivided parcel constituting a duplex site zoned for a duplex residential structure, whether or not so improved.

(c) Improved Multiple Residential Parcel. \$50 for each single family unit in a multiple residential structure of three or more complete and independent single family residential units, or in a condominium structure or town house cluster.

(d) Unimproved Multiple Residential Parcel. \$200 for each acre, and a pro rata thereof for each fraction of an acre, in a parcel of unimproved subdivided or unsubdivided land zoned R-3 for a multiple residential structure or

structures of three or more complete and independent single family residential units, or a condominium structure or town house cluster.

(e) Hotel and Motel. \$15 for each room or unit intended for occupancy by a person or persons as a single unit within a hotel or a motel.

(f) C-1 and C-2 Commercial Parcel. \$200 for each acre, or a pro rata thereof for each fraction of an acre, in a parcel of unimproved land, and in a parcel of land improved with other than a hotel or a motel, whether or not subdivided, and zoned C-1 or C-2 commercial.

(g) M-1 Light Industrial Parcel. \$100 for each acre, or a pro rata thereof for each fraction of an acre, in a parcel of improved or unimproved land, whether or not subdivided, and zoned M-1 light industrial.

(h) Unsubdivided Residential Acreage. \$5 for each acre, and a pro rata thereof for each fraction of an acre, in an unimproved and unsubdivided tract of acreage containing ten or more acres, zoned E-1, E-2, A-1, A-2, or A-4 and intended for residential use.

(i) Exceptions. Lots, parcels and areas of land used, or the portions thereof used, or intended to be used, for recreational or religious purposes, and publicly owned lands, are excepted and excluded from the charges imposed by subdivisions (a) through (h) of this section.

(j) Guests. Only guests of a person entitled to beach privileges shall be admitted, and a charge of \$1.00 per day per guest and \$0.75 per day per child guest of 12 years or under is imposed and shall be collected at the time of admission.

8. Discount, Deposit or Guaranty. The Board may provide for; but is not limited to:

- ✓ (a) The granting of discounts for prompt payment of bills.
- (b) The requiring of deposits or the prepayment of charges in an amount not exceeding one (1) year's charges either from persons receiving service and using the Facilities of the Project or from the owners of property on which or in connection with which such services and Facilities are to be used; but in case of nonpayment of all or part of a bill such deposits or prepaid charges shall be applied only insofar as necessary to liquidate the cumulative amount of such charges plus penalties and cost of collection.
- ✓ (c) The requiring of a guaranty by the owner of property that the bills for service to the property or the occupants thereof will be paid.

9. Penalties. The Board may provide for a basic penalty for nonpayment of charges within the time and in the manner prescribed by it. The basic penalty shall not be more than ten per cent (10%) of each month's charges for the first month delinquent. In addition to the basic penalty it may provide for a penalty of not exceeding 1.5 per cent per month for nonpayment of the charges and basic penalty. On the first day of the calendar month following the date of payment specified in the bill, the charge shall become delinquent if the bill or that portion thereof which is not in bona fide dispute remains unpaid. It may provide for collection of the penalties provided for in this Part.

10. Collect With Other Charges. The Board may provide that charges shall be collected together with and not separately from the charges for any other service rendered by it, and that all charges shall be billed upon the same bill and collected as one item.

11. Contract for Collection. The Board may enter into a written contract with any person, firm or public or private corporation providing for the billing and collection by such person,

firm or corporation of the charges for the service furnished by the Project. If all or any part of any bill rendered by any such person, firm or corporation pursuant to any such contract is not paid and if such person, firm or corporation renders any public utility service to the person billed, such person, firm or corporation may discontinue its utility service until such bill is paid, and the contract between the Board and such person, firm or corporation may so provide.

12. Collection by Suit. As a remedy established for the collection of due and unpaid deposits and charges and the penalties thereon, an action may be brought in the name of the District in any court of competent jurisdiction against the person or persons who occupied the property when the service was rendered or the deposit became due or against any person guaranteeing payment of bills, or against any or all of such persons, for the collection of the amount of the deposit or the collection of delinquent charges and all penalties thereon.

13. Perpetual Lien. Until paid, all charges shall constitute a perpetual lien on and against the property served.

14. Foreclose as Mechanics' Lien. Any lien may be foreclosed in the manner as provided by the laws of the State of Nevada for the foreclosure of mechanics' liens.

15. Id - Notice and Hearing. Before any lien is foreclosed, the Board shall hold a hearing thereon after notice thereof by publication and by registered first class mail, postage prepaid, addressed to the last known owner at his last known address according to the records of the District and the real property assessment roll in the County.

16. Election to Collect on Tax Roll. The Board, after it has adopted rates pursuant to this Indenture may, by resolution or by separate resolutions, elect to have such charges for the forthcoming

fiscal year collected on the tax roll in the same manner, by the same persons, and at the same time as, together with and not separately from, its general taxes.

17. Written Report. In such event, it shall cause a written report to be prepared and filed with the Secretary, which shall contain a description of each parcel of real property receiving such services and facilities and the amount of the charge for each parcel for such year, computed in conformity with the charges prescribed by the resolution.

18. Id - Alternative Procedure. The powers authorized by Section 8.14 of this Indenture shall be alternative to other procedures adopted by the Board for the collection of such charges.

19. Id - Property Descriptions. The real property may be described by reference to maps prepared by and on file in the office of the County Assessor or by descriptions used by him, or by reference to plats or maps on file in the office of the Secretary.

20. Id - Election as to Delinquent Property Only. The Board may make the election specified in Section 8.14 with respect only to delinquent charges and may do so by preparing and filing the written report, giving notice and holding the hearing therein required only as to such delinquencies.

21. Id - Publication of Notice. The Secretary shall cause notice of the filing of the report and of the time and place of hearing thereon to be published once a week for two (2) weeks prior to the date set for hearing, in a newspaper of general circulation printed and published within the District if there is one and if not, then in such paper printed and published in the County of Washoe.

22. Id - Mailed Notice of Hearing. Before the Board may have such charges collected on the tax roll, the Secretary shall cause a notice in writing of the filing of the report proposing to have such charges for the forthcoming fiscal year collected on the tax

roll and of the time and place of hearing thereon, to be mailed to each person to whom any parcel or parcels of real property described in the report is assessed in the last equalized assessment roll available on the date the report is prepared, at the address shown on the assessment roll or as known to the Secretary.

23. Id - Notice After First Year. If the Board adopts the report, then the requirements for notice in writing to the persons to whom parcels of real property are assessed shall not apply to hearings on reports prepared in subsequent fiscal years but notice by publication as herein provided shall be adequate.

24. Id - Hearing. At the time stated in the notice, the Board shall hear and consider all objections or protests, if any, to the report referred to in the notice and may continue the hearing from time to time.

25. Id - Protests. If the Board finds that protest is made by the owners of a majority of separate parcels of property described in the report, then the report shall not be adopted and the charges shall be collected separately from the tax roll and shall not constitute a lien against any parcel or parcels of land under Sections 8.14, et seq., of this Part, but shall continue to be subject to the lien provided in Section 8.11 and shall be and remain subject to all of the other methods of collection and remedies provided in this Part.

26. Id - Determination and Finality. Upon the conclusion of the hearing, the Board may adopt, revise, change, reduce or modify any charge or overrule any or all objections and shall make its determination upon each charge as described in the report, which determination shall be final.

27. Id - Delivery of Report and Entry on Roll. Prior to the time the County Treasurer posts taxes to the County tax roll each year following such final determination, the Secretary shall file

with him a copy of the report with a statement endorsed thereon over his signature that it has been finally adopted by the Board, and the County Treasurer shall enter the amounts of the charges against the respective lots or parcels of land as they appear on the current assessment roll.

28. Id - Parcels Outside District. Where any such parcels are outside the boundaries of the District, they shall be added to the assessment roll of the District for the purpose of collecting such charges.

29. Id - Parcels Not on Roll. If the property is not described on the roll, the County Treasurer may enter the description thereon together with the amounts of the charges, as shown in the report.

30. Id - Lien Same Time as Taxes. The amount of the charges shall constitute a lien against the lot or parcel of land against which the charge has been imposed as of the time when the lien of taxes on the roll attach.

31. Id - Inclusion in Tax Bills. The County Treasurer shall include the amount of the charges on bills for taxes levied against the respective lots and parcels of land. Thereafter the amount of the charges shall be collected at the same time and in the same manner and by the same persons as, together with and not separately from, the general taxes for the District, and shall be delinquent at the same time and thereafter be subject to the same delinquency penalties.

32. Id - Separate Bills. The County Treasurer may, in his discretion, issue separate bills for such charges and separate charges and separate receipts for collection on account of such charges.

33. Id - Tax Laws Apply. All laws applicable to the levy, collection and enforcement of general taxes of the District, including, but not limited to, those pertaining to the matters of delinquency, correction, cancellation, refund, redemption and sale, are applicable to such charges.

34. Regulations. The Board shall establish rules and regulations for the use and the right of use of the Facilities of the Project.

35. Exclusive Use. The total area of the District being 9,000 acres, it is hereby determined that the Facilities of the Project may be determined by the Board to be inadequate to provide for more or other than the owners and residents of the District, and their tenants, patrons and invited guests, and to reserve and set aside said Facilities for their sole and exclusive use.

36. Constitutionality. If any section, subsection, sentence, clause or phrase of said Indenture be for any reason held to be unconstitutional, such decision shall not affect the validity of the remaining portions thereof. The District thereby declared that it would have made said Indenture and each section, subsection, sentence, clause or phrase thereof irrespective of the fact that any one or more sections, subsections, sentences, clauses or phrases be declared to be unconstitutional.

* * * * *

I hereby certify that the foregoing is a full, true and correct copy of a resolution duly passed and adopted at a regularly held meeting of the Board of Trustees of the Incline Village General Improvement District held on the 5th day of October . 1967, by the following vote:

AYES, and in favor thereof, Trustees:

George G. Sayre, David L. Chamberlin, Guy Michael Raymond Plumkett,

NOES, Trustees: None

ABSENT, Trustees: Joseph F. McDonald, Jr.

Secretary

(Seal)

EXHIBIT "D"

Gargano

WJML: EAW:jw 4/8/68

RESOLUTION NO. 451

A RESOLUTION AMENDING RESOLUTION NO. 419,
ESTABLISHING RATES, TOLLS AND CHARGES FOR
RECREATION SERVICE

BURNT CEDAR AND INCLINE COMMUNITY BEACHES

RESOLVED, by the Board of Trustees of the Incline Village General Improvement District, Washoe County, Nevada, that Section 7 of Resolution No. 419, A Resolution Fixing Rates, Tolls and Charges for the Recreational Services and Facilities of Burnt Cedar and Incline Community Beaches, adopted by this Board on October 5, 1967, is amended to read, as follows:

7. Charges. The following rates, tolls and charges are prescribed and imposed for each fiscal year ending on June 30 commencing with July 1, 1968, for the various classifications, as follows:

(a) Single Family Parcel. \$50 for each of the following:

(1) Each lot, whether or not improved, which is zoned E1, E2, A1, A2, A3 or A4, is shown on a recorded subdivision map and is separately assessed by the County Assessor; and

(2) Each subdivided or unsubdivided parcel of land of any zoning which is improved with one single family residential structure and is separately assessed by the County Assessor.

(b) Multi Residential Unit or Parcel. \$50 for each of the following:

(1) Each single family residential unit, not separately assessed by the County Assessor, in a completed multiple residential structure of two or more single family residential units, whether or not situate on land zoned R3. (For purposes hereof, a structure shall be deemed to be completed upon the issuance of a Certificate of Occupancy with regard thereto);

(2) Each single family residential unit in a multiple residential structure if such unit is shown on a recorded condominium map and is separately assessed by the County Assessor;

(3) Each unimproved parcel which is shown on a recorded condominium map and is separately assessed by the County Assessor;

(4) Each single family residential unit on a parcel which is shown on a recorded subdivision map, is zoned R1A or R1B, and is separately assessed by the County Assessor, though such unit is a part of a multiple residential structure;

(5) Each unimproved parcel which is shown on a recorded subdivision map, is zoned R1A or R1B, and is

"P"

separately assessed by the County Assessor; and

(6) Each unimproved parcel of land of 2/10th of an acre or less, which is shown on a recorded subdivision map, is zoned R2 or R3, is separately assessed by the County Assessor and is not a condominium unit.

(c) Multi Residential Acreage. \$250 for each acre, and a pro rata thereof for each fraction of an acre, for the following:

(1) Any parcel of unimproved subdivided or unsubdivided land which is greater than 2/10th of an acre and which is zoned R2 or R3; and

(2) Any parcel zoned R2, R3, R1A or R1B which is subdivided for and consists of improved or unimproved multi residential units or parcels that will be, but have not as yet been separately assessed by the County Assessor.

(d) Single Family Acreage. \$15 for each acre, and a pro rata thereof for each fraction of an acre, for the following:

(1) A parcel of unimproved and unsubdivided land zoned E1, E2, A1, A2, A3 or A4; and

(2) Any subdivided parcel zoned E1, E2, A1, A2, A3 or A4 which consists of improved or unimproved single family parcels that have not yet been separately assessed by the County Assessor.

(e) Hotel or Motel. \$25 for each room or unit intended for occupancy by a person or persons as a single unit within a hotel or a motel.

(f) Exceptions. Lots, parcels and areas of land used, or the portions thereof used, or intended to be used, for recreational or religious purposes; common areas appurtenant to a condominium or town house cluster; properties zoned C1A, C1B, C2, M1, ME, MW, MS or M3, being commercial or light industrial, unless improved with a hotel, motel, multiple units or a single family dwelling; and publicly owned lands, are excepted and excluded from the charges imposed by subsections (a) through (e) of this section.

(g) Guests. Only guests of a person entitled to beach privileges shall be admitted, and a charge of \$1.00 per day per guest and \$0.75 per day per child guest of 12 years or under is imposed and shall be collected at the time of admission.

* * * *

I hereby certify that the foregoing is a full, true and correct copy of a resolution duly passed and adopted at a regularly held meeting of the Board of Trustees of the Incline Village General Improvement District on the 16th day of April , 1968, by the following vote:

AYES, and in favor thereof, Trustees:

George G. Sayre, David L. Chamberlin and Guy Michael

NOES, Trustees: None

ABSENT, Trustees: Clarence Herda (one office vacant)

David L Chamberlin

Secretary

(SEAL)

EXHIBIT “E”

RESOLUTION NO. 1397

A RESOLUTION APPROVING REPORT FOR
COLLECTION ON COUNTY TAX ROLL OF
RECREATION STANDBY AND SERVICE CHARGES

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

RESOLVED, by the Board of Trustees of the Incline Village General Improvement District, Washoe County, Nevada, that

WHEREAS, pursuant to Resolution Nos. 419 and 451, as amended, and the order of this Board, a report entitled "Report for Collection on County Tax Roll of Recreation Standby and Service Charges" has been prepared and filed with this Board, a report on recreation revenue charges to be collected for the fiscal year 1981-82 for the use of Burnt Cedar and Incline Beaches and for the availability of use of the Incline Village Championship and Executive Golf Courses, Ski Incline, and a commercial parcel for recreation purposes for the District and its people;

WHEREAS, this Board has examined said report and finds the same to be sufficient for further proceedings in relation thereto;

WHEREAS, it is proposed that the charges contained in said report be collected in the general County tax roll on which general District taxes are to be collected for said year;

WHEREAS, on March 12, 1981, this Board adopted its Resolution No. 1391, A Resolution Preliminarily Approving Report for Collection on County Tax Roll of Recreation Standby and Service Charges wherein it fixed April 16, 1981, at 3:00 o'clock p.m. at the District office, 893 Sourwood Boulevard, Incline Village, Nevada, as the time and place when and where the Board would hear said report and all objections and protests, if any, to the report, and might revise, change, reduce or modify any charge therein, and finally approve and adopt same.

WHEREAS, notice of said hearing has been given by publication once a week for two weeks prior to the date of hearing, in the Nevada State Journal, a newspaper of general circulation in the County of Washoe, within which the District is located.

WHEREAS, said Board met at said time and place and no persons appeared and protested against the charges made on his property and against said report, and the Board fully heard all persons and considered all matters and was fully advised in the premises, and did by motion revise, change, reduce or modify any of the charges therein which in its opinion were so required in order that said charges be equitably distributed among the several parcels of property contained in the report, and continued the public hearing to April 30, 1981 at 7:10 p.m.;

WHEREAS, the continued hearing was held at said time and place and was continued to May 7, 1981 at 3:00 p.m. The continued hearing was held at 3:00 p.m. on May 7, 1981, and was continued to the regular meeting of May 14, 1981. At the continued public hearing on May 14, 1981, at 7:40 p.m. the Board fully heard all persons and considered all matters and was fully advised in the premises, and did by motion revise, change, reduce or modify any of the charges therein which in its opinion were so required in order that said charges be equitably distributed among the several parcels of property contained in the report;

NOW, THEREFORE, IT IS ORDERED, as follows:

1. That protests were not made at or before said hearings by the owners of a majority of separate parcels of property described in said report, and that said Board has jurisdiction to take further proceedings in relation thereto;
2. That all revisions, changes, reductions or modifications required be made in said report that are, in the opinion of the Board, required to be made in order that said charges be equitably distributed among the parcels of property contained therein, and all other protests are overruled.
3. That said report contains all of the properties within the District that will be benefited by being charged for the costs of the acquisition, administration, operation, maintenance and improvement of the recreational facilities, including the improvements thereon, and of the servicing of bonds issued or to be issued therefor.

4. That the rates charged for natural, intrinsic and fundamental distinctions are reasonable in their relation to the object of the charges imposed in said report, and that said charges have been apportioned in relation to said natural, intrinsic, fundamental and reasonable distinctions among said rates.

5. That said report, as revised, changed, reduced or modified, if any, is hereby adopted and that all of the charges therein constitute a perpetual lien on and against each of the parcels of property in the amount set opposite their description in said report, which lien is effective as of the date on which general taxes for the fiscal year 1981-82 become a lien.

6. The Secretary shall file with the County Treasurer a copy of the report with a statement endorsed thereon over his signature that it has been finally adopted by the Board, and the County Treasurer shall enter the amounts of the charges against the respective lots or parcels of land as they appear on the current County tax roll.

7. The County Treasurer shall include the amount of the charges on the bills for taxes levied against respective lots or parcels of land in said report, or, in his discretion, issue separate bills therefor and separate receipts for collection on account thereof; and said amounts shall be collected at the same time and in the same manner and by the same persons as, together with and not separately from the general taxes for the District, and shall be delinquent at the same time and thereafter be subject to the same delinquency penalties; and all laws applicable to the levy, collection and enforcement of general taxes of the District, including, but not limited to, those pertaining to the matters of delinquency, correction, cancellation, refund, redemption and sale, are applicable to such charges.

* * * * *

I hereby certify that the foregoing is a full, true and correct copy of a resolution duly passed and adopted at a

regularly held meeting of the Board of Trustees of the Incline Village General Improvement District on the 14th day of May, 1981, by the following vote:

AYES, and in favor thereof, Trustees:

Greg Engelhard, Bob McGivern, John Ross,
Dominic Spallone

NOES , Trustees: Jane Maxfield

ABSENT, Trustees: None

Secretary

REPORT
FOR COLLECTION ON COUNTY TAX ROLL OF
RECREATION STANDBY AND SERVICE CHARGES
(FISCAL YEAR 1981-82)

NRS 318.401

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
WASHOE COUNTY
NEVADA

REPORT
FOR COLLECTION ON COUNTY TAX ROLL
RECREATION STANDBY AND SERVICE CHARGES

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

This report has been prepared pursuant to the order of the Board of Trustees, herein called Board, of the Incline Village General Improvement District, herein called District, Washoe County, herein called County, Nevada, for the purpose of having recreation rates, tolls and charges, herein called charges, for the fiscal year 1981-82, collected on the general tax roll for said year of the County, and is based on the following facts, determinations and orders of said Board, to wit:

1. On October 5, 1967, the Board adopted its Resolution No. 420, entitled "A Resolution Providing for the Issuance of Recreation Revenue Bonds, Fixing the Form of the Bonds, Providing for Their Payment and Covenants for Their Protection, Burnt Cedar and Incline Community Beaches, \$3,600,000 Revenue Bonds of 1967" which resolution was on April 16, 1968, amended by Resolution No. 450, entitled "A Resolution Amending Resolution No. 420 Providing for the Issuance of Bonds, Burnt Cedar and Incline Community Beaches, \$2,685,000 Revenue of 1968", by which said bond issue was changed to \$2,685,000 Revenue Bonds of 1968, to be dated about June 1, 1968, and provide funds for the acquisition of the properties known as Burnt Cedar Beach and Incline Beach for recreation purposes for the District and its people.

2. On October 5, 1967, the Board adopted its Resolution No. 419, entitled "A Resolution Fixing Rates, Tolls and Charges for the Recreational Services and Facilities of Burnt Cedar and Incline Community Beaches", which resolution was on July 10, 1976, amended by Resolution No. 1261, "A Resolution Further Amending Resolution No. 419 to Establish Rates, Tolls and Charges for the District's Golf Courses and Ski Area and to Increase the Availability of the Charge for the District's Golf Courses, Ski Area, Bowling Alley and community Beaches and Providing Other Matters Properly Relating Thereto".

3. On July 29, 1976, the Board adopted its Resolution No. 1262, "A Resolution Providing for the Issuance of \$5,710,000 Principal Amount of Special Obligation Bonds of 1976 (Refunding and Recreation Acquisition and Improvement), Fixing the Form of the Bonds, Providing for Their Payment and Covenants for Their Protection, Directing the Application of the Proceeds of the Bonds, Including the Investment of a Portion Thereof in Federal Securities and the Deposit of Such Securities and Other Moneys in an Irrevocable Escrow, Providing for the Refunding of the District's Outstanding Revenue Bonds of 1968 Pursuant to Such Irrevocable Escrow and Providing Other Matters Properly Relating Thereto", for the purpose of providing funding for the acquisition of the Incline Village Championship Golf Course, the Incline Village Executive Golf Course, Ski Incline, Bowl Incline and a commercial parcel for Recreation purposes for the District and its people.

The following annual charges are for the availability of use of the recreational facilities above described, and such charges (excepting those charges collected directly) shall be collected by the Washoe County Treasurer at the same time and in the same manner and by the same persons as, together with and not separately from, the general taxes for the District:

(a) Single Family Parcel. \$195.00 per annum for each of the following:

(1) Each lot, whether or not improved, which is zoned LDR, GF, or RE, is shown on a recorded subdivision map and is separately assessed by the County Assessor; and

(2) Each subdivided or unsubdivided parcel of land of any zoning which is improved with one single family residential structure and is separately assessed by the County Assessor.

(b) Multi Residential Unit or Parcel. \$195.00 per annum for each of the following:

(1) Each single family residential unit, not separately assessed by the County Assessor, in a multiple residential structure of two or more single family residential units, whether or not situate on land zoned MDR or HDR. (For purposes hereof, a structure shall be placed on the roll at the commencement of construction);

(2) Each single family residential unit in a multiple residential structure if such unit is shown on a recorded condominium map and is separately assessed by the County Assessor;

(3) Each unimproved parcel which is shown on a recorded condominium map and is separately assessed by the County Assessor;

(4) Each single family residential unit on a parcel which is shown on a recorded subdivision map, is zoned MDR, and is separately assessed by the County Assessor, though such unit is a part of a multiple residential structure;

(5) Each unimproved parcel which is shown on a recorded subdivision map, is zoned MDR, and is separately assessed by the County Assessor;

(6) Each unimproved parcel of land of 2/10th of an acre or less, which is shown on a recorded subdivision map, is zoned MDR or HDR, is separately assessed by the County Assessor and is not a condominium unit; and

(7) Each allowable single family residential unit where the "Declaration of Restrictions" as filed with the Washoe County Recorder limits the development to fewer than five (5) units per acre.

(c) Multi Residential Acreage. \$975.00 per annum for each acre, and a pro rata thereof for each fraction of an acre for the following:

(1) Any parcel of unimproved subdivided or unsubdivided land which is greater than 2/10th of an acre and which is zoned MDR or HDR unless included in 3 (b) (7) above; and

(2) Any parcel zoned MDR or HDR which is subdivided for and consists of improved or unimproved multi residential units or parcels that will be, but have not as yet been, separately assessed by the County Assessor.

(d) Single Family Acreage. \$58.50 per annum for each acre and a pro rata thereof for each fraction of an acre, with a minimum charge of \$195.00, for the following:

(1) A parcel of unimproved and unsubdivided land zoned LDR or RE; and

(2) Any subdivided parcel zoned LDR, RE or GF, which consists of improved or unimproved single family parcels that have not yet been separately assessed by the County Assessor.

(e) Single Family Acreage Zoned GF. \$29.25 per annum for each acre and a pro rata thereof for each fraction of an acre, with a minimum charge of \$195.00, for a parcel of unimproved and unsubdivided acreage zoned GF.

~~(f)~~ Hotel or Motel. \$97.50 per annum for each room or unit intended for occupancy by a person or persons as a single unit within a hotel or motel.

(g) Exceptions. Lots, parcels and areas of land used, or the portions thereof used, or intended to be used, for religious purposes; common areas appurtenant to a condominium or townhouse cluster; properties zoned GC, TC or PS, being commercial or light industrial, unless improved with a hotel, motel, multiple units or a single family dwelling; and publicly owned lands, are excepted and excluded from the charges imposed by subsections (a) through (f) of this section.

(h) Daily Passes - Guests. Each parcel which is charged a \$195.00 recreation assessment is entitled to three photo identification cards and five coupons, each of which has a \$5.00 value. The photo identification card is valid for free admission to the beaches, and qualifies cardholder to a reduced season pass rate at the golf courses, the ski area, and tennis courts. The photo identification card is non-transferable.

(1) One \$5.00 coupon may be exchanged for two daily adult guest passes or five daily children guest passes to the beaches. Each coupon is valid for a \$5.00 discount off full rate charge at the golf, the ski, and the tennis areas. Upon proper authorization, additional daily guest passes may be purchased at the Recreation Department for a charge of \$2.50 per adult and children under 18 years, \$1.00 each.

(la) Properties Annexed After June 1, 1968. Properties annexed to the District after June 1, 1968, shall have the following annual charges:

(1) \$130.00 per annum for each parcel described in (a) and (b).

(2) \$650.00 per annum for each acre, and a pro rata thereof for each fraction of an acre for parcels described in (c) above.

(3) \$39.00 per annum for each acre and a pro rata thereof for each fraction of an acre, with a minimum charge of \$130.00, for parcels described in (d) above.

(4) \$65.00 per annum for each room or unit intended for occupancy by a person or persons as a single unit within a hotel or motel.

(5) Acreage zoned GF. \$19.50 per annum for each acre and a pro rata thereof for each fraction of an acre, with a minimum charge of \$130.00.

(6) Each parcel that is assessed the yearly recreation fee is entitled to receive three (3) photo I.D. cards and five (5) coupons.

(a) Photo I.D. card entitles holder to:
Reduced season pass rate or reduced daily rate at golf courses,
ski area and tennis courts.

Owners of property annexed after June 1, 1968, are not entitled
to the use of the beaches or boat launching area.

(2) Owners of Additional Undeveloped Properties.
Owners of additional undeveloped properties may receive one
additional photo I.D. card or the equivalent in five (5) coupons
for each such property.

(i) Boat Launching Privileges. Property owners with photo
identification cards will be eligible to purchase a season boat
launching pass for use at the Incline Beach Boat Launching Ramp
for \$25.00, or may choose to pay \$2.50 on a daily basis. Those
not possessing the identification photo cards may purchase daily
boat launching passes for \$2.50 each, with proper authorization
by the property owner.

(j) Governmental, Civic or Social Groups of Guests.
Any group of persons which participates with Incline Village
General Improvement District property owner groups, governmental,
civic or social groups, in recreation or other community projects,
may, upon application by the sponsoring group of Incline Village
General Improvement District property owners and when approved
as to the time and use of the Incline Village General Improvement
District facilities be granted beach privileges upon payment of
a sum not to exceed \$2.50 per person, the amount to be determined
at the time of application.

(1) The sponsoring groups shall accept in writing
total responsibility for their guests in their use of the Incline
Village General Improvement District facilities.

(2) Approval of use shall be for each specific group
as to time and the activity and shall be authorized in writing
by the general manager at least ten days prior to the requested
group activity.

(3) Such approval shall be granted only for such
times as the group activity shall constitute minimal inter-
ference with the normal use of the facility.

(k) Commerical and Industrial Properties. Owners
of commercial or industrial properties, which properties
were in the District as such District was constituted on
June 4, 1968, and which properties are not presently charged
under this resolution, as amended may upon yearly appli-
cation obtain seasonal passes to the beach properties upon
the approval of the application by the Board of Trustees
and payment of a \$195.00 seasonal charge per pass.

4. The amount of moneys required for the fiscal
year extending from July 1, 1981 to June 30, 1982, has been
determined by this Board to be about \$1,865,853.00 for the
proper servicing of said bonds and for the administration,
operation, maintenance and improvement of said real proper-
ties and facilities.

5. Said sum has been apportioned among the sev-
eral lots, pieces or parcels of real property within the
District in accordance with the applicable rates and charges
prescribed and established therefor as set forth in this
report.

6. The lots and parcels of real property so
charged have been described by their parcel numbers used
by the County Assessor in the County Tax roll for the fiscal

year 1981-82, which are by reference to maps prepared by and on file in the office of the County Assessor for said County.

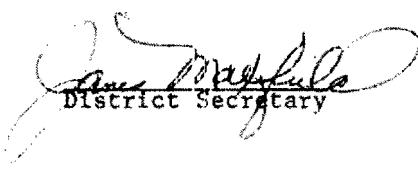
7. The Board has, by resolution, elected and determined to have such charges for the forthcoming fiscal year collected on the general tax roll of the County of Washoe for said year, on which general District taxes are collected, in the same manner, by the same persons and at the same time, together with and not separately from its general District taxes.

8. The amounts of the charges shall constitute a lien against the lot or parcel of real property against which the charge has been imposed as of the time (September 1, 1981) when the lien of taxes on the roll attaches, and all laws applicable to the levy, collection and enforcement of general taxes of the District, including, but not limited to, those pertaining to the matters of delinquency, correction, cancellation, refund, redemption and sale, are applicable to such charges.

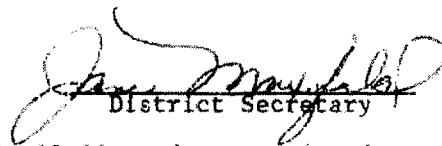
9. The County Treasurer shall include the amount of the charges on the bills for taxes levied against the respective lots and parcels of land, and thereafter the amounts of the charges shall be collected at the same time and in the same manner and by the same persons as, together with and not separately from, the general taxes for the District, and shall be delinquent at the same time and thereafter be subject to the same delinquency penalties; provided that the County Treasurer may, in his discretion, issue separate bills for such charges and separate receipts for collections on account of such charges.

Dated: May 14, 1981

By Order of the Board
of Trustees of the Incline
Village General Improvement
District.

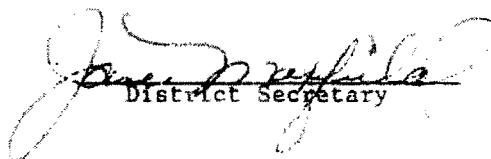

James Mayfield
District Secretary

I hereby certify that the report to which this certification is attached was filed with the Board of Trustees of the Incline Village General Improvement District, and set to be heard by it on April 16, 1981 and that I caused notice of said hearing to be published on March 31 and April 9, 1981 in the Nevada State Journal, a newspaper of general circulation printed and published in the County, there being no such paper printed and published in the District.



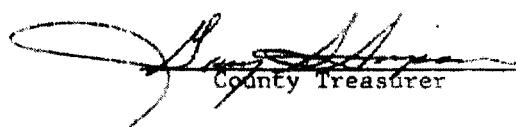
District Secretary

I hereby certify that on April 16, and at continued hearings on April 30, May 7, and May 14, 1981, the report to which this certification is attached came on regularly for hearing by the Board of Trustees of the Incline Village General Improvement District, being the time and place set therefor and that said Board heard and considered the report and all objections and protests thereto; that it found by resolution, that protests have not been made by the owners of a majority of the separate parcels of property described in the report, that consideration was given by it to the accuracy of each charge therein and that where such charge was found to be inaccurate, if any, it was revised, changed, reduced or modified to make it accurate, and was finally approved and adopted.



District Secretary

Received and filed on May 19, 1981



County Treasurer

NOTE TO REPORT:

The foregoing Report has been prepared to comply with zoning designations of Washoe County, Nevada. In order to correlate this report with those of prior years, the following cross reference is presented:

Use	Old Designation	New Designation
Agricultural or Open Area	A1, A2, A3 or A4	GF (General Forest)
Single Family-Low Density	E1, E2 or E3	RE (Rural Estates)
		LDR (Low Density Residential)
Multi-Family High Density	R1, R2 or R3	MDR (Med. Density Residential)
		HDR (High Density Residential)
Commercial	C1 or C2	GC (General Comm.) TC (Tourist Comm.)
Other	Non-applicable	PS (Public Service)

EXHIBIT "F"

MINUTES OF REGULAR MEETING OF THE
BOARD OF TRUSTEES OF THE INCLINE
VILLAGE GENERAL IMPROVEMENT DISTRICT

May 14, 1981

The regular meeting of the Board of Trustees of the Incline Village General Improvement District was called to order by Chairman Engelhard at the regular meeting place of the District at 893 Southwood Boulevard, Incline Village, Nevada, at 7:00 p.m. on Thursday, May 14, 1981.

ROLL CALL

On roll call, present were Trustees Greg Engelhard, Jane Maxfield, Bob McGivern, John Ross and Dominic Spallone. Also present were District General Manager Kermit McMillin, Assistant General Manager Jurgen Wetzstein, Andrew Hall and Stephen Casaleggio of Jones Hall Hill & White, the District's Bond Counsel, District General Counsel Clare Golnick, District Public Information Officer Debbie Armstrong, Kim Zaski of the North Lake Tahoe Bonanza, District office secretary Anne Vorderbruggen and interested property owners.

APPROVAL OF MINUTES

In reviewing the minutes of the regular meeting of April 30, 1981, Trustee McGivern asked that District staff investigate the entire panorama of telephone service, in addition to the Sprint system, and come back to the Board with a total report on the alternatives within sixty days. On motion by Trustee Maxfield, seconded by Trustee Spallone and unanimously carried, the minutes of the regular meeting of April 30, 1981 were approved as amended, changing the fifth paragraph under Review of Water and Sewer Operations on page 4 to read: "The Board directed that conservation should be considered at a separate time."

On motion by Trustee Spallone, seconded by Trustee Maxfield and unanimously carried, the minutes of the special meeting of May 7, 1981 were approved as read.

APPROVAL OF BILLS

An itemization of the disbursements exceeding \$2,500 was presented to the Board for their approval. Bills paid during this period totaled \$221,181.33, of which \$127,262.15 was in checks exceeding \$2,500. On motion by Trustee Spallone, seconded by Trustee Maxfield and unanimously carried, the bills were approved for payment.

REPORT ON WASHOE COUNTY REGIONAL PLANNING COMMISSION MASTER PLAN STUDY

General Manager McMillin reported that Fran Kiernan of the Regional Planning Commission was unable to attend this meeting but she did circulate a letter to the Board regarding the population figures they are using in the Master Plan update, which shows the permanent population of Incline Village is somewhere between 6,000 and 7,000. Mr. McMillin noted that transients, part-time residents and tourists would have to be added to that figure to get the number of people in the village at any one time.

"F"

After a lengthy discussion of the population figures, Chairman Engelhard stated that a work session should be scheduled on this item when Ms. Kiernan can be present. Chairman Engelhard said he would also like Mr. Chuck Kendall to be present.

CONTINUED PUBLIC HEARING ON 1981-82 RECREATION STANDBY AND SERVICE CHARGES

Chairman Engelhard announced that this is the time for the continued hearing on the Recreation Standby and Service Charges.

General Manager McMillin noted the public hearing was continued in order to have the District's bond counsel and general counsel present to give their opinion of the impact of the tax legislation, and that Andrew Hall and Stephen Casaleggio of Jones Hall Hill & White, the District's bond counsel, and Clare Golnick of Lester Berkson's office, District's general counsel, were present for this discussion.

Mr. Hall stated they have reviewed the various actions, including Senate Bill 411, and it is his firm's opinion and general counsel's opinion that this does not apply to previously established recreation charges. He stated that when the bonds were sold the District covenanted with the bond holders that we would establish and maintain recreation charges that are sufficient, after maintenance and operation, to cover debt service 1.3 times, and we further covenanted with the bond holders that the District's auditor is to review the numbers and make sure this covenant has been complied with. He also stated that under the Local Government Securities Law the State of Nevada can not adopt any law which directly or indirectly impairs the ability to comply with this covenant with the bond holders.

Chairman Engelhard then opened the hearing to comments from the audience.

After discussion, Trustee McGivern made a motion that this be heard and decided on at this meeting. The motion was seconded by Trustee Spallone and passed by a vote of three to two, with Trustee Maxfield and Chairman Engelhard opposed.

General Manager McMillin discussed the three concepts of recovering the ad valorem tax loss, and stated it was the recommendation of staff that Concept III which includes a \$40 recreation charge increase and a 4.8% increase in residential utility rates and a 4.05% increase in commercial utility rates is the most equitable of the three concepts.

There were no further comments from the audience and at this time, Chairman Engelhard closed the public hearing.

Trustee McGivern moved that the recreation fee for 1981-82 be raised to \$195 for single family residential properties with a similar 30% increase for all other categories, and the motion was seconded by Trustee Spallone. After discussion, Chairman Engelhard called for a vote on the motion and RESOLUTION NO. 1397, A Resolution Approving Report for Collection on County Tax Roll of Recreation Standby and Service Charges, was adopted by a vote of four to one, with Trustee Maxfield opposed.

PRESENTATION BY JEFF LUNDAHL OF PRELIMINARY PLANS ON EXECUTIVE GOLF COURSE CLUBHOUSE RENOVATION

Mr. Jeff Lundahl reported he had consulted the Tahoe Regional Planning Agency regarding the reconstruction of the Executive Golf Course clubhouse, and they indicated there would be no difficulty if the structure size or land coverage is not increased and if the cost does not exceed 50% of the replacement cost.

Mr. Lundahl reviewed the preliminary drawings he had prepared for the clubhouse, and asked for comments. He asked the Board if they agreed with eliminating the locker rooms and showers, as proposed, and the Board concurred. The Board also indicated they want to stay within the insurance money with small additions, and this would preclude a deck as shown on the drawings. Mr. Lundahl said he has a cost estimate of \$26,692 from John Leonidakis for the food preparation equipment, and Trustee Spallone said he would like to look at the equipment list before they go ahead with that.

General Manager McMillin noted that when the amount of insurance coverage is known and Mr. Lundahl has an estimate of what it will cost to reconstruct the clubhouse, the Board can authorize going to bid or make changes.

APPROVAL OF JANITORIAL SERVICE SPECIFICATIONS AND AUTHORIZATION TO ADVERTISE FOR PROPOSALS

Trustee McGivern moved to table this item because the meeting is behind in time, he has questions regarding the specifications, and there are other considerations that can be brought up at another meeting. He stated it is premature to discuss this particular item at this time and asked that the maintenance of District facilities be scheduled in a work session. The motion was seconded by Trustee Maxfield and it was unanimously carried to defer action on this item to a later date.

REVIEW OF DISTRICT LOGO POLICY

Trustee Maxfield stated that she had asked that this item be on the agenda and she would be willing to postpone it until the next meeting.

Trustee McGivern made a motion to abandon the existing logo policy and permit anyone to use it, in taste.

After discussion, Trustee McGivern withdrew his motion and action on this item was tabled.

APPROVAL OF SKI LODGE USER FEE SCHEDULE

General Manager McMillin reported that a user fee schedule for the ski lodge was prepared by Area Manager Cappy Cook because he is getting a number of requests for use of the ski lodge since the Chateau is booked so heavily.

On motion by Trustee Spallone, seconded by Trustee McGivern and unanimously carried, the recommendations Ski Area Manager Cappy Cook made in his memorandum 81-M-20 dated April 9, 1981, were approved, including the following rate structure:

	RESIDENTS		NONRESIDENTS	
	Set-up Time	Usage	Set-up Time	Usage
Groups	\$10.00/hr	\$15.00/hr	\$15.00/hr	\$25.00/hr
Weddings (3 hr max.)	\$60.00 Flat Rate		\$20.00/hr	\$60.00/hr
Receptions (5 hr max.)	\$100.00 Flat Rate		\$20.00/hr	\$60.00/hr
Weddings & Receptions (8 hr. max.)	\$160.00 Flat Rate		\$20.00/hr	\$60.00/hr
Cleanup	\$15.00 per man hour		\$15.00 per man hour	

APPROVAL OF SWIM TEAM REQUEST FOR SWIM MEET DATES AND GUEST FEES

General Manager McMillin noted that Mr. Earl Burton, the President of the Incline Village Swim Club, has submitted a letter requesting permission to use the Burnt Cedar pool for their swim meets and practice sessions. The practice hours requested are 7:00 to 9:00 a.m. and 5:00 to 6:00 p.m. Monday through Friday, and there would be 5 swim meets including one all-day meet on Saturday, June 27th. Mr. Burton was present to discuss his request with the Board.

General Manager McMillin said it is the recommendation of staff that the practice times and meet days be approved by the Board and also that on meet days the guests of visiting teams be permitted on the beach without charge, as they have been in the past.

On motion by Trustee Ross, seconded by Trustee Maxfield and unanimously carried, the Board approved the request of the Swim Team with regard to practice times and swim meet days and the policy regarding guests.

REPORT ON CHAMBER OF COMMERCE BROCHURE PARTICIPATION

General Manager McMillin reported that at the last regular meeting the Board had agreed in concept to contribute \$3,000 to the Chamber of Commerce for the cost of their new brochure but had asked staff to report back to them on where the money would come from. Mr. McMillin reported it is the recommendation that \$1,500 be drawn from the advertising and promotion budget for golf and that \$1,500 be taken from the advertising and promotion budget of ski.

Trustee Ross moved to make the \$3,000 contribution as recommended by staff, and the motion was seconded by Trustee Maxfield. Trustee McGivern said that if the brochure has not already been printed he would request that the population figure be deleted. Chairman Engelhard then called for a vote on the motion and it was unanimously carried.

PROPOSAL TO CONDUCT YOUNG ADULT DANCES AT CHATEAU

General Manager McMillin reported that Deep Water Productions has presented a substitute proposal that would utilize the ski lodge for young adult dances. Jerry Sidell and Kevin Bagg were present to discuss their proposal with the Board.

Assistant General Manager Wetzstein said the ski lodge is not fully utilized and he would be in favor of granting the use of the ski lodge with the following conditions: That the authorization be given on a trial basis initially; that their insurance cover any damage; that there be security not only in the building but in the parking lot also; and that they would be charged for one additional person to open and close the lodge facility. He also said 100% payment should be made up front.

The age groups were discussed and it was the consensus that the age should be restricted to 16 through 20. Based on these conditions, Mr. Wetzstein said he would recommend that the Board grant approval to use the ski area for a one time trial. On motion by Trustee McGivern, seconded by Trustee Maxfield and unanimously carried, the Board accepted the proposal subject to the conditions outlined by Mr. Wetzstein.

GENERAL MANAGER'S REPORTRequest for Exemption from Chateau Charges

General Manager McMillin reported that the Women's Club

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of North Tahoe had requested that the Board grant them an exemption from the charges for use of the Chateau for a fund raiser to help the Fire District purchase a new emergency vehicle. Mr. McMillin stated he feels that if the exemption is allowed there would be no end to the requests and he would not recommend that the exemption be granted. On motion by Trustee McGivern, seconded by Trustee Ross and unanimously carried, the request was denied.

Invitation from Tahoe-Forest Hospital

General Manager McMillin reported the Tahoe Forest Hospital is opening a new wing and has invited the Board of Trustees to their open house from 1:00 to 4:00 p.m. on May 31st.

REPORT BY JANE MAXFIELD, REPRESENTATIVE ON ADVISORY COMMITTEE
TO COUNTY COMMISSIONERS

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Trustee Maxfield reported that County Commissioner Bennie Ferrari attended their Advisory Board meeting and distributed copies of the letter from John MacIntyre to Andrew Grose dated May 6, 1981, which was in response to the request from the Legislature to let them know what Washoe County has done and is doing for Incline Village. Miss Maxfield stated that if anyone would like her to take their comments back to the Advisory Board she would be happy to do so.

ADJOURNMENT

There being no further business to come before the Board at this time, the meeting was adjourned at 10:30 p.m.

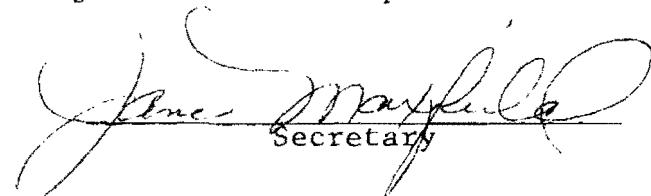

Jane Maxfield
Secretary

EXHIBIT "G"

RESOLUTION NO 1424

A RESOLUTION APPROVING REPORT FOR
COLLECTION ON COUNTY TAX ROLL OF
RECREATION STANDBY AND SERVICE CHARGES

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

RESOLVED, by the Board of Trustees of the Incline Village General Improvement District, Washoe County, Nevada, that

WHEREAS, pursuant to Resolution Nos. 419 and 451, as amended, and the order of this Board, a report entitled "Report for Collection on County Tax Roll of Recreation Standby and Service Charges" has been prepared and filed with this Board, a report on recreation revenue charges to be collected for the fiscal year 1982-83 for the use of Burnt Cedar and Incline Beaches and for the availability of use of the Incline Village Championship and Executive Golf Courses, Ski Incline, and a commercial parcel for recreation purposes for the District and its people;

WHEREAS, this Board has examined said report and finds the same to be sufficient for further proceedings in relation thereto;

WHEREAS, it is proposed that the charges contained in said report be collected in the general County tax roll on which general District taxes are to be collected for said year;

WHEREAS, on March 25, 1982, this Board adopted its Resolution No. 1421, A Resolution Preliminarily Approving Report for Collection on County Tax Roll of Recreation Standby and Service Charges, wherein it fixed April 15, 1982, at 3:15 o'clock p.m. at the District office, 893 Southwood Boulevard, Incline Village, Nevada, as the time and place when and where the Board would hear said report and all objections and protests, if any, to the report, and might revise, change, reduce or modify any charge therein, and finally approve and adopt same.

WHEREAS, notice of said hearing has been given by publication once a week for two weeks prior to the date of hearing, in the Nevada State Journal, a newspaper of general circulation in the County of Washoe, within which the District is located.

WHEREAS, said Board met at said time and place and ~~2~~
persons appeared and protested against the charges made on
his property and against said report, and the Board fully heard
all persons and considered all matters and was fully advised
in the premises, and did by motion revise, change, reduce or
modify any of the charges therein which in its opinion were
so required in order that said charges be equitably distributed
among the several parcels of property contained in the report;

NOW, THEREFORE, IT IS ORDERED, as follows:

1. That protests were not made at or before said hearings by the owners of a majority of separate parcels of property described in said report, and that said Board has jurisdiction to take further proceedings in relation thereto;
2. That all revisions, changes, reductions or modifications required be made in said report that are, in the opinion of the Board, required to be made in order that said charges be equitably distributed among the parcels of property contained therein, and all other protests are overruled.
3. That said report contains all of the properties within the District that will be benefited by being charged for the costs of the acquisition, administration, operation, maintenance and improvement of the recreational facilities, including the improvements thereon, and of the servicing of bonds issued or to be issued therefor.
4. That the rates charged for natural, intrinsic and fundamental distinctions are reasonable in their relation to the object of the charges imposed in said report, and that said charges have been apportioned in relation to said natural, intrinsic, fundamental and reasonable distinctions among said rates.
5. That said report, as revised, changed, reduced or modified, if any, is hereby adopted and that all of the charges therein constitute a perpetual lien on and against each of the parcels of property in the amount set opposite their description in said report. which lien is effective as of the date on which general taxes for the fiscal year 1982-83 become a lien.

6. The Secretary shall file with the County Treasurer a copy of the report with a statement endorsed thereon over his signature that it has been finally adopted by the Board, and the County Treasurer shall enter the amounts of the charges against the respective lots or parcels of land as they appear on the current County tax roll.

7. The County Treasurer shall include the amount of the charges on the bills for taxes levied against respective lots or parcels of land in said report, or, in his discretion, issue separate bills therefor and separate receipts for collection on account thereof; and said amounts shall be collected at the same time and in the same manner and by the same persons as, together with and not separately from the general taxes for the District, and shall be delinquent at the same time and thereafter be subject to the same delinquent penalties; and all laws applicable to the levy, collection and enforcement of general taxes of the District, including, but not limited to, those pertaining to the matters of delinquency, correction, cancellation, refund, redemption and sale, are applicable to such charges.

* * * * *

I hereby certify that the foregoing is a full, true and correct copy of a resolution duly passed and adopted at a regularly held meeting of the Board of Trustees of the Incline Village General Improvement District on the 15th day of April, 1982, by the following vote:

AYES, and in favor thereof, Trustees:

Jane Maxfield, Bob McGivern, Charles Price, Bob Wolf

NOES, Trustees: None

ABSENT, Trustees: John Ross

Jane Maxfield
Secretary

REPORT
FOR COLLECTION ON COUNTY TAX ROLL OF
RECREATION STANDBY AND SERVICE CHARGES

(FISCAL YEAR 1982-83)

(NRS 318.201)

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
WASHOE COUNTY
NEVADA

REPORT
FOR COLLECTION ON COUNTY TAX ROLL
RECREATION STANDBY AND SERVICE CHARGES

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

This report has been prepared pursuant to the order of the Board of Trustees, herein called Board, of the Incline Village General Improvement District, herein called District, Washoe County, herein called County, Nevada, for the purpose of having recreation rates, tolls and charges, herein called charges, for the fiscal year 1982-83, collected on the general tax roll for said year of the County, and is based on the following facts, determinations and orders of said Board, to wit:

I. On October 5, 1967, the Board adopted its Resolution No. 420, entitled "A Resolution Providing for the Issuance of Recreation Revenue Bonds, Fixing the form of the Bonds, Providing for Their Payment and Covenants for Their Protection, Burnt Cedar and Incline Community Beaches, \$3,600,000 Revenue Bonds of 1967" which resolution was on April 16, 1968, amended by Resolution No. 450, entitled "A Resolution Amending Resolution No. 420 Providing for the Issuance of Bonds, Burnt Cedar and Incline Community Beaches, \$2,685,000 Revenue of 1968", by which said bond issue was changed to \$2,685,000 Revenue Bonds of 1968, to be dated about June 1, 1968, and provide funds for the acquisition of the properties known as Burnt Cedar Beach and Incline Beach for recreation purposes for the District and its people.

II. On October 5, 1967, the Board adopted its Resolution No. 419, entitled "A Resolution Fixing Rates, Tolls and Charges for the Recreational Services and Facilities of Burnt Cedar and Incline Community Beaches", which resolution was on July 13, 1976, amended by Resolution No. 1261, "A Resolution Further Amending Resolution No. 419 to Establish Rates, Tolls and Charges for the District's Golf Courses and Ski Area and to Increase the Availability of the Charge for the District's Golf Courses, Ski Area, Bowling Alley and community Beaches and Providing Other Matters Properly Relating Thereto".

III. On July 29, 1976, the Board adopted its Resolution No. 1262, "A Resolution Providing for the Issuance of \$5,710,000 Principal Amount of Special Obligation Bonds of 1976 (Refunding and Recreation Acquisition and Improvement), Fixing the Form of the Bonds, Providing for Their Payment and Covenants for Their Protection, Directing the Application of the Proceeds of the Bonds, Including the Investment of a Portion Thereof in Federal Securities and the Deposit of Such Securities and Other Moneys in an Irrevocable Escrow, Providing for the Refunding of the District's Outstanding Revenue Bonds of 1968 Pursuant to Such Irrevocable Escrow and Providing Other Matters Properly Relating Thereto", for the purpose of providing funding for the acquisition of the Incline Village Championship Golf Course, the Incline Village Executive Golf Course, Ski Incline, Bowl Incline and a commercial parcel for Recreation purposes for the District and its people.

The following annual charges are for the availability of use of the recreational facilities above described, and such charges (excepting those charges collected directly) shall be collected by the Washoe County Treasurer at the same time and in the same manner and by the same persons as, together with and not separately from, the general taxes for the District:

(A) Single Family Parcel. \$175.00 per annum for each of the following:

(1) Each lot, whether or not improved, which is zoned LDR, CF, or RE, is shown on a recorded subdivision map and is separately assessed by the County Assessor; and

(2) Each subdivided or unsubdivided parcel of land of any zoning which is improved with one single family residential structure and is separately assessed by the County Assessor.

(B) Multi Residential Unit or Parcel. \$175.00 per annum for each of the following:

(1) Each single family residential unit, not separately assessed by the County Assessor, in a multiple residential structure of two or more single family residential units, whether or not situate on land zoned MDR or HDR. (For purposes hereof, a structure shall be placed on the roll at the commencement of construction -- footings placed);

(2) Each single family residential unit in a multiple residential structure if such unit is shown on a recorded condominium map and is separately assessed by the County Assessor;

(3) Each unimproved parcel which is shown on a recorded condominium map and is separately assessed by the County Assessor;

(4) Each single family residential unit on a parcel which is shown on a recorded subdivision map, is zoned MDR, and is separately assessed by the County Assessor, though such unit is a part of a multiple residential structure;

(5) Each unimproved parcel which is shown on a recorded subdivision map, is zoned MDR, and is separately assessed by the County Assessor;

(6) Each unimproved parcel of land of 2/10th of an acre or less, which is shown on a recorded subdivision map, is zoned MDR or HDR, is separately assessed by the County Assessor and is not a condominium unit; and

(7) Each allowable single family residential unit where the "Declaration of Restrictions" as filed with the Washoe County Recorder limits the development to fewer than five (5) units per acre.

(C) Multi Residential Acreage. \$875.00 per annum for each acre, and a pro rata thereof for each fraction of an acre for the following:

(1) Any parcel of unimproved subdivided or unsubdivided land which is greater than 2/10th of an acre and which is zoned MDR or HDR unless included in III (B) (7) above; and

(2) Any parcel zoned MDR or HDR which is subdivided for and consists of improved or unimproved multi residential units or parcels that will be, but have not as yet been, separately assessed by the County Assessor.

(D) Single Family Acreage. \$52.50 per annum for each acre and a pro rata thereof for each fraction of an acre, with a minimum charge of \$175.00, for the following:

(1) A parcel of unimproved and unsubdivided land zoned LDR or RE; and

(2) Any subdivided parcel zoned LDR, RE or GF, which consists of improved or unimproved single family parcels that have not yet been separately assessed by the County Assessor.

(E) Single Family Acreage Zoned GF. \$26.25 per annum for each acre and a pro rata thereof for each fraction of an acre, with a minimum charge of \$175.00, for a parcel of unimproved and unsubdivided acreage zoned GF.

(F) Commercial Property. \$175.00 per annum for each commercial parcel zoned TC or CC, which includes Hotel and Motel parcels.

(G) Exceptions. Lots, parcels and areas of land used, or the portions thereof used, or intended to be used, for religious purposes, educational purposes; common areas appurtenant to a condominium or townhouse cluster; and properties zoned PS, being publicly owned lands, are excepted and excluded from the charges imposed by subsections (A) through (F) of this section.

(H) Daily Passes - Guests. Each parcel which is charged a \$175.00 recreation assessment is entitled to three photo identification cards. The photo identification card is valid for free admission to the beaches, and qualifies card-holder to a reduced season pass rate at the golf courses, the ski area, and tennis courts. The photo identification card is non-transferable.

(1) Upon proper authorization, additional daily guest passes to the beaches may be purchased at the Recreation Department for a charge of \$2.50 per adult and children under 18 years, \$1.00 each.

(I) Properties Annexed After June 1, 1968. Properties annexed to the District after June 1, 1968, shall have the following annual charges:

(1) 130.00 per annum for each parcel described in (A) and (B) above.

(2) \$650.00 per annum for each acre, and a pro rata thereof for each fraction of an acre for parcels described in (C) above.

(3) \$39.00 per annum for each acre and a pro rata thereof for each fraction of an acre, with a minimum charge of \$130.00, for parcels described in (D) above.

(4) \$19.50 per annum for each acre and a pro rata thereof for each fraction of an acre, with a minimum charge of \$130.00 for parcels described in (E) above.

(5) Each parcel that is assessed the yearly recreation fee is entitled to receive three (3) photo I.D. cards.

(a) Photo I.D. card entitles holder to: Reduced season pass rate or reduced daily rate at golf courses, ski area and tennis courts.

Owners of property annexed after June 1, 1968, are not entitled to the use of the beaches or boat launching area.

(J) Boat Launching Privileges. Property owners with photo identification cards WILL be eligible to purchase a season boat launching pass for use at the Incline Beach Boat Launching Ramp for \$25.00, or may choose to pay \$2.50 on a daily basis. Those not possessing the photo identification

cards may purchase daily boat launching passes for \$2.50 each, with proper authorization by the property owner.

(K) Governmental, Civic or Social Groups of Guests. Any group of persons which participates with Incline Village General Improvement District property owner groups, governmental, civic or social groups, in recreation or other community projects, may, upon application by the sponsoring group of Incline Village General Improvement District property owners and when approved as to the time and use of the Incline Village General Improvement District facilities be granted beach privileges upon payment of a sum not to exceed \$2.50 per person, the amount to be determined at the time of application.

(1) The sponsoring groups shall accept in writing total responsibility for their guests in their use of the Incline Village General Improvement District facilities.

(2) Approval of use shall be for each specific group as to time and the activity and shall be authorized in writing by the general manager at least ten days prior to the requested group activity.

(3) Such approval shall be granted only for such times as the group activity shall constitute minimal interference with the normal use of the facility.

IV. The amount of moneys required for the fiscal year extending from July 1, 1982 to June 30, 1983, has been determined by this Board to be about \$ 1,662.461.00 for the proper servicing of said bonds and for the administration, operation, maintenance and improvement of said real properties and facilities.

V. Said sum has been apportioned among the several lots, pieces or parcels of real property within the District in accordance with the applicable rates and charges prescribed and established therefor as set forth in this report.

VI. The lots and parcels of real property so charged have been described by their parcel numbers used by the County Assessor in the County Tax roll for the fiscal year 1982-83, which are by reference to maps prepared by and on file in the office of the County Assessor for said County.

VII. The Board has, by resolution, elected and determined to have such charges for the forthcoming fiscal year collected on the general tax roll of the County of Washoe for said year, on which general District taxes are collected, in the same manner, by the same persons and at the same time, together with and not separately from its general District taxes.

VIII. The amounts of the charges shall constitute a lien against the lot or parcel of real property against which the charge has been imposed as of the time (September 1, 1982) when the lien of taxes on the roll attaches, and all laws applicable to the levy, collection and enforcement of general taxes of the District, including, but not limited to, those pertaining to the matters of delinquency, correction, cancellation, refund, redemption and sale, are applicable to such charges.

IX. The County Treasurer shall include the amount of the charges on the bills for taxes levied against the respective lots and parcels of land, and thereafter the amounts of the charges shall be collected at the same time and in the same manner and by the same persons as, together with and not separately from, the [general] taxes for the District, and shall be delinquent at the same time and thereafter be subject to the same delinquency penalties; provided that the County Treasurer may, in his discretion, issue separate bills for such charges

and separate receipts for collections on account of such charges.

Dated: April 15, 1982

By Order of the Board
of Trustees of the Incline
Village General Improvement
District.


Jane Mayfield
District Secretary

EXHIBIT "H"

MINUTES OF SPECIAL MEETING OF THE
BOARD OF TRUSTEES OF THE INCLINE
VILLAGE GENERAL IMPROVEMENT DISTRICT

April 15, 1982

A special meeting of the Board of Trustees of the Incline Village General Improvement District was called to order by Vice Chairman McGivern at the regular meeting place of the District at 893 Southwood Boulevard, Incline Village, Nevada, at 3:15 p.m. on Thursday, April 15, 1982.

Present were Trustees Jane Maxfield, Bob McGivern, Charles Price and Bob Wolf. Also present were General Manager Larry Rihl, Recreation Director Doug Doolittle, Controller Debra Baker, secretary Anne Vorderbruggen, and other interested parties.

Vice Chairman McGivern announced that this was the time and place advertised for the public hearing on the 68-1 Special Assessment charges, the 1982-83 Recreation Standby and Service Charges, and the 1982-83 Fiscal Year Budget.

Publication of the Notice of Hearing on the 68-1 Special Assessment charges and the 1982-83 Recreation Standby and Service Charges was made in the Nevada State Journal on April 1, and April 8, 1982. The Notice of Hearing on the 1982-83 Fiscal Year Budget was published in the Nevada State Journal on April 5, 1982.

Vice Chairman McGivern then opened the public hearing to comments from the audience.

Mr. Fran Valenzano, General Manager of Ponderosa Ranch, and Mr. John Mortensen were present to protest the recreation charge to properties zoned General Forest.

Trustee Price suggested they could have Washoe County rezone their General Forest parcels into a single family residential lot.

There were no other people in the audience wishing to speak, and Vice Chairman McGivern closed the public hearing.

The following resolutions were then presented to the Board for their consideration:

RESOLUTION NO. 1423, A Resolution Adopting, Approving and Confirming Annual Assessment for 1982-83 for Interest and Principal Amount Sewer Improvement Bonds of 1968, Series No. 1, Authorizing and Directing District Secretary-Treasurer to Complete Assessment Book, to Certify the Amount of the Annual Assessments to the County Auditor for Collection During the Fiscal Year 1982-83 and to Deliver a Suitable Form of Recapitulation List with His Certification. On motion by Trustee Maxfield, seconded by Trustee Wolf and unanimously carried, Resolution No. 1423 was adopted.

A RESOLUTION NO. 1424, A Resolution Approving Report for Collection on County Tax Roll of Recreation Standby and Service Charges. On motion by Trustee Maxfield, seconded by Trustee Wolf and unanimously carried, Resolution No. 1424 was adopted.

On motion by Trustee Maxfield, seconded by Trustee Wolf and unanimously carried, the 1982-83 Fiscal Year Budget was approved as submitted.

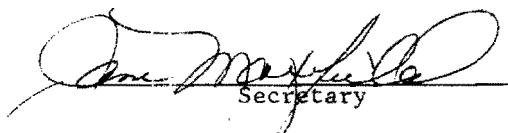
CORRESPONDENCE - LETTER FROM WAYNE FORD, PROJECT AGENT FOR MR. RUNDAL

Mr. Rundal and his Project Agent, Wayne Ford, were present to discuss the finding by TRPA that a focused E.I.S. study on water rights should be submitted for their project at 848 Northwood Boulevard (Assessor's Parcel No. 124-041-78). They requested that the Board take a position protecting the District's water users and questioning TRPA's usurping the District's power to manage and allocate their water.

The Board authorized General Manager Rihl to write a letter to the Tahoe Regional Planning Agency on behalf of IVGID objecting to their usurpation of authorities that belong to the District.

ADJOURNMENT

There being nothing further to come before the Board at this time, the special meeting was adjourned at 4:20 p.m.



Don Maxfield
Secretary

EXHIBIT "I"



RESOLUTION NO. 1830

A RESOLUTION APPROVING THE REPORT FOR COLLECTION ON THE WASHOE COUNTY TAX ROLL OF RECREATION STANDBY AND SERVICE CHARGES (ALSO KNOWN AS RECREATION FACILITY FEE AND BEACH FACILITY FEE)

RESOLVED by the Board of Trustees of the Incline Village General Improvement District, Washoe County, Nevada, that

WHEREAS, pursuant to Resolutions No. 419 and 420, as amended, and the order of this Board, a report entitled "Report for Collection on the County Tax Roll of Recreation Standby and Service Charges" has been prepared and filed with this Board, a report on recreation fees to be collected for the fiscal year 2014-15 for the use of Burnt Cedar and Incline Beaches and for the availability of use of the Incline Village Championship and Mountain Golf Courses, Diamond Peak, tennis courts, and a commercial parcel for recreation purposes for the District and its people;

WHEREAS, this Board has examined said report and finds the same to be sufficient for further proceedings in relation thereto;

WHEREAS, it is proposed that the charges contained in said report be collected on the general County tax roll on (*in two separate and distinct lines items identified as Recreation Facility Fee and Beach Facility Fee*) which general District taxes are to be collected for said year;

WHEREAS, on April 9, 2014, this Board adopted its Resolution No. 1829, A Resolution Preliminarily Approving The Report For Collection Of Recreation Standby And Service Charges, wherein it fixed May 15, 2014, at 5:00 p.m. at the Chateau, 955 Fairway Boulevard, Incline Village, Nevada, as the time and place when and where the Board would hear said report and all objections and protests, if any, to the report, and might revise, change, reduce or modify any charge therein, and finally approve and adopt same.

WHEREAS, notice of said hearing has been given by publication once a week for two weeks prior to the date of hearing, in the *North Lake Tahoe Bonanza*, a newspaper of general circulation printed and published within the District.



RESOLUTION NO. 1830

**A RESOLUTION APPROVING THE REPORT
FOR COLLECTION ON THE COUNTY TAX ROLL
OF RECREATION STANDBY AND SERVICE CHARGES
(ALSO KNOWN AS RECREATION FACILITY FEE AND BEACH FACILITY FEE)**

Page 2 of 4

WHEREAS, said Board met at said time and place and twenty nine (29) person(s) appeared and three (3) person(s) protested against the charges made on their property and against said report, and the Board fully heard all persons and considered all matters and was fully advised in the premises, and did by motion revise, change, reduce or modify any of the charges therein which, in its opinion, were so required in order that said charges be equitably distributed among the several parcels of property contained in the report;

NOW, THEREFORE, IT IS ORDERED as follows:

1. That protests were not made at or before said hearing by the owners of a majority of separate parcels of property described in said report, and that said Board has jurisdiction to take further proceedings in relation thereto;
2. That all revisions, changes, reductions or modifications required, be made in said report that are, in the opinion of the Board, required to be made in order that said charges be equitably distributed among the parcels of property contained therein, and all other protests are overruled.
3. That said report contains all of the properties within the District that will be benefited by being charged for the costs of the acquisition, administration, operation, maintenance and improvement of the recreational facilities, including the improvements thereon, and of the servicing of bonds issued or to be issued therefor.
4. The Board of Trustees finds that each parcel assessed pursuant to this Resolution and in its report for the collection on the County tax roll of standby and service charges for the fiscal year 2014-15 is specifically benefited as follows:



RESOLUTION NO. 1830

**A RESOLUTION APPROVING THE REPORT
FOR COLLECTION ON THE COUNTY TAX ROLL
OF RECREATION STANDBY AND SERVICE CHARGES
(ALSO KNOWN AS RECREATION FACILITY FEE AND BEACH FACILITY FEE)**

Page 3 of 4

- (a) Ordinance No. 7 sets forth in detail the specifics of the benefits available to property owners of all properties, whether improved or unimproved.
- (b) The Board specifically finds that the availability of the use of IVGID's beaches; boat launch ramp; Championship golf course; Mountain golf course; tennis facilities; the Chateau; Diamond Peak Ski Resort, and Recreation Center, including reduced rates for season passes and reduced daily rates, are all benefits which inure to the owners of properties assessed hereunder. The Board also finds that such benefits are provided to said properties whether or not they are developed.
- (c) In conclusion, the Trustees find that the owners of the parcels set forth herein are directly benefited in a fair and reasonable way for the sums which they are charged.
5. That the rates charged for natural, intrinsic and fundamental distinctions are reasonable in their relation to the object of the charges imposed in said report, and that said charges have been apportioned in relation to said natural, intrinsic, fundamental and reasonable distinctions among said rates.
6. That said report, as revised, changed, reduced or modified, if any, is hereby adopted and that all of the charges herein constitute a perpetual lien on and against each of the parcels of property in the amount set opposite their description in said report, which lien is effective as of the date on which general taxes for the fiscal year 2014/2015 become a lien.
7. The Secretary shall file with the Washoe County Treasurer a copy of the report with a statement endorsed thereon over his signature that it has been finally adopted by the Board, and the Washoe County Treasurer shall enter the amounts of the charges (*in two*



RESOLUTION NO. 1830

A RESOLUTION APPROVING THE REPORT
FOR COLLECTION ON THE COUNTY TAX ROLL
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separate and distinct lines items identified as Recreation Facility Fee and Beach Facility Fee) against the respective lots or parcels of land as they appear on the current Washoe County tax roll.

8. The Washoe County Treasurer shall include the amount of the charges (*in two separate and distinct lines items identified as Recreation Facility Fee and Beach Facility Fee*) on the bills for taxes levied against respective lots or parcels of land in said report, or, in his discretion, issue separate bills therefor and separate receipts for collection on account thereof; and said amounts shall be collected at the same time and in the same manner and by the same persons as, together with and not separately from the general taxes for the District, and shall be delinquent at the same time and thereafter be subject to the same delinquent penalties; and all laws applicable to the levy, collection, and enforcement of general taxes of the District, including, but not limited to, those pertaining to the matters of delinquency, correction, cancellation, refund, redemption and sale, are applicable to such charges.

* * * * *

I hereby certify that the foregoing is a full, true and correct copy of a resolution duly passed and adopted at a regularly held meeting of the Board of Trustees of the Incline Village General Improvement District on the 15th day of May, 2014, by the following vote:

AYES, and in favor thereof, Trustees Joe Wolfe, Jim Smith, Bill Devine, Jim Hammerel and Bruce Simonian

NOES, None

ABSENT, None

Jim Smith
Secretary, IVGID Board of Trustees

EXHIBIT "J"



**GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM**

**REPORT
FOR COLLECTION ON THE COUNTY TAX ROLL OF
RECREATION STANDBY AND SERVICE CHARGES
(ALSO KNOWN AS THE RECREATION FACILITY FEE AND BEACH FACILITY FEE)**

**PROCEDURE FOR COLLECTION
UNDER NRS 318.201**

**FOR THE
INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
WASHOE COUNTY, NEVADA**

**FISCAL YEAR ENDING
JUNE 30, 2015**

"8"



Report

**FOR COLLECTION ON THE COUNTY TAX ROLL OF
RECREATION STANDBY AND SERVICE CHARGES**

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

This report has been prepared pursuant to the order of the Board of Trustees (herein called "Board") of the Incline Village General Improvement District (herein called "District"), Washoe County (herein called "County"), Nevada, for the purpose of having recreation standby and service charges, herein called ("charges"), for the fiscal year 2014-2015, collected on the general tax roll for said year of the County, and is based on the following facts, determinations and orders, the Board has adopted charges pursuant to NRS 318.201 through prior annual reports and other actions including:

Resolution Number	Date Approved	Venue Affected	Related Bond Maturity Date
419	10/5/1967	Burnt Cedar and Incline Beach	N/A
420	10/5/1967	Burnt Cedar and Incline Beach	N/A
450	4/16/1968	Burnt Cedar and Incline Beach	N/A
1261	7/13/1976	Golf Courses, Ski Area, Beaches	N/A
1262	7/29/1976	Golf Courses, Ski Area, Beaches, Tennis and Recreation Parcels	2022**
1750	1/14/2004	Golf Courses, Ski Area, Parks, Tennis and Facilities	2014
1785	5/28/2008	Ski Area	2018

** Resolution 1262 related bond issue was part of refunding in 1991, 2002 and 2012.



I. The following annual charges are for the availability of use of the recreational facilities above described, and such charges (excepting those charges collected directly by the District) shall be collected by the Washoe County Treasurer at the same time and in the same manner and by the same persons as, together with and not separately from, the general taxes for the District.

- A. **Dwelling Unit Included in the District Prior to June 1, 1968.** \$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. (For purposes hereof, a dwelling unit shall be placed on the roll at the earlier of the commencement of construction, site preparation, or utility meter installation on any portion of the lot on which the dwelling unit is located.)
- B. **Other Parcels in the District Prior to June 1, 1968.** For each parcel separately assessed by the County Assessor, which parcel does not contain any dwelling units, \$730 annual base Recreation Facility Fee and an additional \$100 annual Beach Facility Fee pertaining to the use of the beaches or boat launching area. *
- C. **Properties Annexed After June 1, 1968.** Properties annexed to the District after June 1, 1968, shall have an annual base Recreation Facility Fee of \$730. Properties annexed after June 1, 1968, are not entitled to the use of the beaches or boat launching area and pay no Beach Facility Fee.
- D. **Exceptions.** Lots, parcels and areas of land used, or the portions thereof used, or intended to be used, for religious purposes or educational purposes; common areas without occupied structures appurtenant to a condominium or townhouse cluster; and publicly owned lands, are excepted and excluded from the charges imposed by subsections A through C of this section. In addition, any parcel which is (1) undeveloped, and (2) subject to a deed restriction, acceptable to IVGID staff, preventing any and all development of the parcel in perpetuity, which deed restriction is recorded in the Washoe County Recorder's Office, and (3) whose owner agrees to waive in perpetuity on his own behalf as well as on behalf of his successors and assigns any right to demand in the future any recreation privileges arising from or associated with said parcel is also excepted and excluded from the charges imposed by subsections A through C of this section.

Any exception granted pursuant to paragraph I. D shall operate prospectively only from and after the date subsequent to which such exception is approved by the Board of Trustees of the Incline Village General Improvement District and no exception as created by the paragraph I. D shall have any retroactive application.



- E. **Recreation Privileges.** Each parcel which is charged a Recreation and/or Beach Facility Fee is entitled to recreation privileges, as described in IVGID Ordinance No. 7, an Ordinance Establishing Recreation Privileges by the Incline Village General Improvement District.
- F. **Governmental, Civic, or Social Groups of Guests.** Any group of persons which participates with Incline Village General Improvement District property owner groups, governmental, civic, or social groups, in recreation or other community projects, may, upon application by the sponsoring group of Incline Village General Improvement District property owners, and when approved as to the time and use of the Incline Village General Improvement District facilities, be granted beach privileges upon payment of a sum not to exceed \$12.00 per person, the amount to be determined at the time of application.
1. The sponsoring groups shall accept in writing total responsibility for their guests in their use of the Incline Village General Improvement District facilities.
 2. Approval of use shall be for each specific group as to time and the activity, and shall be authorized in writing by the General Manager or *his representatives* of the Incline Village General Improvement District at least ten days prior to the requested group activity.
 3. Such approval shall be granted only for such times as the group activity shall constitute minimal interference with the normal use of the facility.
- II. The amount of moneys required for the fiscal year extending from July 1, 2014, to June 30 2015, has been determined by this Board to be about \$5,971,400 for the Recreation Facility Fee and \$774,300 for Beach Facility Fee for the proper servicing of said identified bonds and for the administration, operation, maintenance and improvement of said real properties, equipment and facilities.
- III. Said sum has been apportioned among the several lots, pieces or parcels of real property, and dwelling units within the District in accordance with the applicable rates and charges prescribed and established therefore as set forth in this report.
- IV. The lots and parcels of real property so charged have been described by their parcel numbers used by the County Assessor in the County Tax Roll for the fiscal year 2014-2015, which are by reference to maps prepared by and on file in the office of the County Assessor for said County.
- V. The Board has, by resolution, elected and determined to have such charges for the forthcoming fiscal year collected on the general tax roll of the County of Washoe for said year, on which general District taxes are collected, in the same manner, by the same persons and at the same time, together with and not separately from its general District taxes.



The District has agreed to pay the Washoe County Treasurer an annual fee of \$1,000 for the processing of these fees.

- VI. The amounts of the charges shall constitute a lien against the lot or parcel of real property against which the charge has been imposed as of the time when the lien of taxes on the roll attaches, and all laws applicable to the levy, collection and enforcement of general taxes of the District, including, but not limited to, those pertaining to the matters of delinquency, correction, cancellation, refund, redemption and sale, are applicable to such charges
- VII. The County Treasurer shall include the amount of the charges on the bills for taxes levied against the respective lots and parcels of land, and thereafter the amounts of the charges shall be collected at the same time and in the same manner and by the same persons as, together with and not separately from, the general taxes for the District, and shall be delinquent at the same time and thereafter be subject to the same delinquency penalties, provided that the County Treasurer may, in his discretion, issue separate bills for such charges and separate receipts for collections on account of such charges.

Dated: May 15, 2014

By Order of the Board of
Trustees of the Incline Village
General Improvement District

Jim Smith
Secretary



I hereby certify that the report to which this certification is attached was filed with the Board of Trustees of the Incline Village General Improvement District, and set to be heard by it on May 15, 2014, and that I caused notice of said hearing to be published on May 1 and May 8, 2014, in the *North Lake Tahoe Bonanza*.

Susan A. Herron
Clerk to the Board of Trustees

I hereby certify that on May 15, 2014, the report to which this certification is attached came on regularly for hearing by the Board of Trustees of the Incline Village General Improvement District, being the time and place set therefore and that said Board heard and considered the report and all objections and protests thereto; that it found by resolution, that protests have not been made by the owners of a majority of the separate parcels of property described in the report, that consideration was given by it to the accuracy of each charge therein, and that where such charge was found to be inaccurate, if any, it was revised, changed, reduced or modified to make it accurate, and was finally approved and adopted.

Susan A. Herron
Clerk to the Board of Trustees

Received and filed on:

Washoe County Treasurer

EXHIBIT "K"

October 29, 1997

Washoe County Grand Jury
Attention: Foreperson
c/o The Honorable Judge Mills Lane
Chief District Judge
Ninth Judicial District Court
75 Court Street
P.O. Box 11130
Reno, Nevada 89520

In Re:

Incline Residents and Homeowners Association (IRHA)

v

Incline Village General Improvement District (IVGID)

Introduction:

Request is hereby made for the Washoe County Grand Jury to conduct a complete civil and criminal investigation into all operations of IVGID.

Statement of Fact:

Government is a trust, and the officers of government are trustees; and both the trust and the trustee's are created for the benefit of the People.

As referred to in NRS 318.020.8. "Taxpaying Electors"¹ are "trustors" and a public office is a public trust² and shall be held for the sole benefit of the people. (NRS 281.421.1(a).)

Basis of Request:

IVGID was created in 1961 by "emergency" ordinance as approved by the Washoe County Commissioners pursuant to authorizations contained within the Nevada Revised Statutes (NRS) and specifically NRS 318. The sole function for IVGID was to provide "water, sewer

¹ Source: NRS 318 (1959). Taxpaying electors are defined as property owners.

² Source: Blacks Law Dictionary. "A public trust is one constituted for the benefit of the public at large or of some considerable portion of it answering a particular description."

that the CBDC and IVGID were operated by the same people, and in the face of blatant offenses, the CBDC people had their wrist slapped and walked away with millions. To further the covertness of this sham before the Grand Jury, Judge Guinan, using "judicial discretion" ordered destroyed the documents and findings presented before the Grand Jury.

To add insult to injury, in March of 1967, Art Wood, Robert McDonald, Esq., and Russ McDonald were working behind the scenes with the Legislature to broaden the recreation powers of IVGID. They had NRS 318.520 passed which was retrospective not prospective, thus ex-post facto and a specific violation of both the United States and Nevada Constitutions. (An illegal act was passed.) They also had additional revisions made to NRS 318, which alienated the rights of the people (which will be disclosed later).

This illegal act, NRS 318.520 says; "Chapter 542, Statutes of Nevada 1967, shall not impair or affect any act done, offense committed, or right accruing, accrued or acquired, or liability, penalty, forfeiture or punishment incurred prior to May 1, 1967, but the same may be enjoyed, asserted, enforced, prosecuted or inflicted, as fully and to the same extent as if chapter 542, Statutes of Nevada, had not been passed." In the face of a pending Grand Jury Investigation, conflicts of interest, self dealing, unjust enrichment, malfeasance, nonfeasance, and misfeasance, refusal to produce accounting, probable misappropriation of funds, and the list goes on, the politically acceptable CBDC and their legal counsel had illegal legislation passed to protect themselves. If they had done nothing wrong, committed no crime, either civil or criminal, then why did they have this ex-post facto law passed to protect them from prosecution for acts committed prior to May 1, 1967??????? Was the creation of IVGID and future acts a fraud on the surface?

IVGID Recreation Fee History:

The initial recreation fee was authorized on October 5, 1967, pursuant to the bond issue of 1967, funded in 1968. In 1976 the fee was increased (see below) and the general theory of

IVGID became one that anything above the amount mandated by the bond offering could be taken (stolen) or appropriated by IVGID for other uses.⁶¹ Remember, in 1976 the property owners instructed the trustees to purchase from Japan Golf--who bought from Boise Cascade--the two (2) golf courses, ski area, recreational land and bowl incline.

As the recreation fee increased, IVGID added recreation programs, to the point where the General Manager reports there are currently three hundred (300) such programs in existence. By law and ordinance, the recreation programs are supposed to be "**Economically Sound and Feasible.**" We the people are unable to receive a proper cash accounting for any of these programs, and we have reason to believe that IVGID functions in cooperation with others in the misuse and abuse of assets, advertising, barters, trade outs and in a manner which violates Constitutional, as well as state statutes. The following shows the progression of the recreation fee over the years.

<u>1967/1972</u>	<u>\$50.00 per annum</u>
<u>1977/1978</u>	<u>\$100.00 per annum</u>
<u>1980/1981</u>	<u>\$195.00 per annum</u>
<u>1982</u>	<u>\$175.00 per annum</u>
<u>1983/1988</u>	<u>\$195.00 per annum</u>
<u>1989/1990</u>	<u>\$225.00 per annum</u>
<u>1995/1996</u>	<u>\$275.00 Per annum</u>
<u>Present</u>	<u>\$275.00 per annum-----Increase of 550% from the starting amount.</u>

⁶¹ The present operating budget for advertising IVGID facilities all over the world, is equal to approximately twenty five (25) percent of the total revenue from property owner recreation fees. The IRHA alleges that such advertising of IVGID facilities is illegal, a violation of the Nevada Constitution, the intent of the NRS is a serious and costly offense that must be stopped.

Recreation Fee
Explanation
Created in the Year 1968

Note: In order to follow the analogy, 550% is the total amount the Bond Charges have increased over the 28 years in question.

a)	<i>Single Family lot</i> ⁵²	$\$50.00 \times 550\% = \275.00
b)	<i>Multi-Family Structures</i>	$\$50.00 \times 550\% = \275.00
c)	<i>Multi-Residential Acreage (per Acre)</i>	$\$250.00 \times 550\% = \$1,375.00$
d)	<i>Single-Family Acreage (per acre)</i>	$\$15.00 \times 550\% = \82.50
e)	<i>Hotel or Motel Structures--(per unit)</i>	$\$25.00 \times 550\% = \137.50 
f)	<i>Commercial & Industrial property excluded.</i>	$=\$0.00$
g)	<i>Guest Fees, per person, per day</i>	$\$1.00 \times 550\% = \5.50

Definition & Explanation.

The Bond⁵³ that set these charges pursuant to IVGID Trustees Resolution # 419, and as amended by Resolution # 451 stated:

(a) The charges (recreation fee) were to be collected by the County with the General Taxes.

Note: Since that is still the case, the intent was that these fees were to be collected and deposited into a Revenue Fund for the beaches, their maintenance and operation.

(b) The charges were a lien against all privately owned properties in Incline Village, which means that we the people paid for these beaches.^{*} The beaches were not paid for with tourist money. Since we the people paid for the beaches, why does IVGID own them, and

⁵² Source: Copy of Bond Documents. It is interesting to note that a specific covenant of the Bond Offering, ie; "It should be noted, however, that this covenant will be subject to the Consent Decree filed April 11, 1968, which provides, among other things, that the CHARGES imposed on a single family homesite will not under any circumstances exceed \$50.00 per fiscal year." (Emphasis added.)

⁵³ Source: Copy of Bond Documents as supplied by Pat Finnigan, General Manager of the Incline Village General Improvement District (IVGID). The receipt of this document is in no way construed to be a disclosure of any kind on his part, as I had asked for a copy of all bonds issued, and this is the only one so received from Mr. Finnigan.

^{*} Source: Special Obligation Bond of 1976. By reason of the issue of the bond of 1976, the property owners became solely responsible for the payment of the bond which purchased not only the private beaches, but the golf courses, ski area, bowling alley and recreation lands.

allow tourists on them, in violation of the covenants which protect our use. Beaches and all other assets paid for by the property owners are held in trust subject to the laws of fiduciary relationships, NRS and constitutional law.

(c) Hotel and motel properties are Multi-Family Acreage, as are apartment lots, so why does the Hyatt House, various motels and apartment properties only pay \$275.00 per parcel , when they should be paying \$1,375.00 per acre? *

(d) Hotel and Motel Structures.--This is specific as to the structures, and differs from the acreage description. The Hyatt Hotel has 458 rooms in the main building, and 48 living room, 1 bedroom suites and 24 living room, 2 bedroom suites. (24 of the 1 bedroom units also have double beds in the living room) These suites are located on the beach side of Lakeshore Blvd, and their summer rates are \$655.00 per night for the 1 bedroom units, and \$755.00 for the 2 bedroom units. (Current rates are \$335.00 & \$435/00 respectively.) The Hyatt therefore has 554 rooms subject to the Rate Ordinance, which amounts to an annual recreation charge for the beaches of \$76,175.00, that they don't pay.⁵⁵ *

This fee schedule also applies to Condominium rentals, Home rentals, Time Share Ownerships or rentals, or any other property where a room is rented and intended for occupancy by a person or persons as a single unit.

(e) Guest Fees--Guests of property owners were to pay \$1.00 per person per day, but the charge should be \$5.50, and a "Guest" is defined as "**A person receiving lodging for pay at inn, motel, or hotel. A traveler who lodges with the consent of the keeper or owner. A guest is a person who is received and entertained at one's home, club, etc., and who is not a regular member.**" Is it not evident that a guest of a property owner or hotel/motel has the privilege of the use of the beaches when a guest of the owner, but must also pay a daily entry fee.

⁵⁵ Source: Pat Finnigan who asserts and alleges that IVGID does not charge the Hyatt Hotel the fee, because the Hyatt would be entitled to a resident rate at the golf course. This is incorrect, as the amounts of the "CHARGE/Recreation Fee" are specifically covenantated to be for a Revenue Fund for the Beach Operation. (See Bond Issue of 1968 under Exhibit "I" of "The IVGID Challenge.") *

(f) Excluded:

All Commercial and Business Properties were specifically excluded⁵⁶ as were "Publicly Owned Properties, Property used or intended for use as Recreational Property, or Religious property."

The intent was clear---The beaches were not to be used by those excluded; meaning IVGID and their guests, including Trustees and Employees, any Commercial or Industrial Business or their guests, and Guests of a Religious Organization. The "Charges" were established as a "Perpetual Lien" until the Bond was paid.^{57/58} It appears on the surface that a "FRAUD" was perpetrated on the property owners when the Trustees renamed the "CHARGES" to "RECREATION FEES"⁵⁹ and did not remove the perpetual lien against said properties, and in fact have increased same by 550% over the last 28 years. IVGID now includes these properties and their tenants, guests etc., in direct contradiction to the covenants contained within the land covenants and the bond covenants.

The whole issue of how Boise Cascade issued the bonds for the personal benefit of the developers was also a possible fraud, and if fraud was involved, then the possibility exists that since the property owners paid for said beaches, then they should revert to said prop-

⁵⁶ Source: 1968 Bond Issue. The terms of the bond were and are "covenants" upon which the people rely. The trustees and management have circumvented said covenants and acted in a licentious fashion with absolute disregard for the property owners whom, by their oath of office, they are sworn to protect.

⁵⁷ Source: The \$2,685,000.00, 6% Revenue Bonds of 1968 specifically state, "These bonds are not a general obligation of the Incline Village general Improvement District and are not payable out of the general fund of the district or out of any funds derived from taxation, nor shall any property of the district be liable to be forfeited or taken in payment of the Bonds." The Bond went on to state, "The bulk of the pledged revenues will be derived from charges to be made annually against all residential lots and acreage and all hotel and motel rooms in the District for the availability of said beach lands and facilities and the services and operation thereof."

⁵⁸ Source: Copy of Bond Issue. "All gross revenues of the Burnt Cedar and Incline Community Beaches shall be deposited as received in the revenue fund, separate and distinct from all other funds of the district." Charges, ie; Recreation Fees do not go to a Revenue Fund according to Pat Finnigan, but go to the general fund, which is a complete violation of the covenant of the bond offering, and a probable illegal act.

⁵⁹ Source: Meeting between Ken Kidwell and Joe Marson scheduled for 4PM at the Hyatt Hotel Coffee Shop. At Marson's request was moved forward to 2PM at the Hyatt Coffee Shop on April 28, 1997. Marson made an interesting comment that at some time, IVGID Management went to the Trustees and told them that under the bond charges, their only obligation was to set aside the \$50.00 etc., per parcel, and anything over that could be used for other purposes. The annual and perpetual liens on property owners were thereafter systematically increased to their current level of \$275.00 per residential parcel, which was not the intent of the initial charge as created by the bond issue to purchase the beaches for the exclusive use of the property owners and their guests or tenants.

erty owners. There appears to be present, an act which involves bad faith, a breach of honesty, and moral turpitude, if not actual fraud.

This information has been suppressed or ignored by IVGID management and every board of trustees, and this is known as "fraudulent concealment." These people were at all times legally and morally bound to disclose these facts to the property owners, and have failed to do so. The General Manager⁶⁰ personally told an inhabitant⁶¹ at a meeting at the Hyatt Hotel Coffee Shop that the recreation fee had nothing to do with the beaches, and that the Hyatt and other hotels/motels were not charged the room charges because if they did, then their guests would be able to play golf at resident rates.⁶² The definition of the word "resident" in Websters Dictionary does not mean the same as "inhabitant," as defined by Blacks Law Dictionary, but regardless, the "CHARGES" AKA "RECREATION FEES" had/have nothing to do with any recreation other than the beaches. It appears that there may be present, fraud, actual fraud, and constructive fraud. There may also be present a deceitful practice, using the "perpetual lien" as a willful device to deprive property owners of their right to vote on long term debt which IVGID has placed against their properties, which obviously causes injury. These funds have been fraudulently diverted to other recreation entities (total 300), with the facts carefully distorted and falsely represented.⁶³

For how long has this been going on? The property owners (inhabitants) are intentionally foreclosed from receiving this public information.

These "CHARGES" also known as "RECREATION FEES" were created as part of the Indenture of the Bonds of 1968, and were a "super priority lien or mortgage" on all proper-

⁶⁰ Source:Pat Finnigan to Ken Kidwell.

⁶¹ Source:Ken Kidwell, in speaking with Pat Finnigan.

⁶² Source:Pat Finnigan--but--there is absolutely no precedent for his allegations, and no governing covenant which would support said allegations.

⁶³ Source:Pat Finnigan told Dick Mudgett in the presence of witnesses that Doug Doolittle had a complete profit and loss for each recreation program, then Doolittle told Mudgett that same did not exist, and would not be supplied.

Mudgett by name, they probably cannot be charged with slander, but none-the-less, what was said was at best shameful.

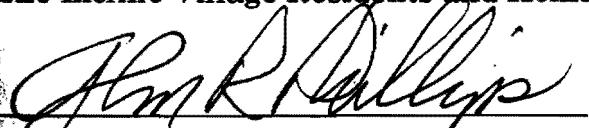
If the Grand Jury will hear this case as presented, the IRHA will be able to present a witness list of persons to testify on all the specific issues as seen above.

"The only thing necessary for evil to triumph is for good men to do nothing."

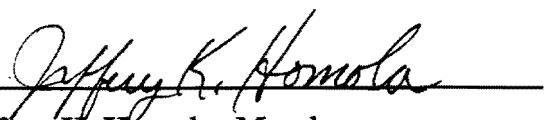
Edmund Burke 1729-1797

Sincerely,

The Incline Village Residents and Homeowners Association



Glen R. Phillips, Chairman



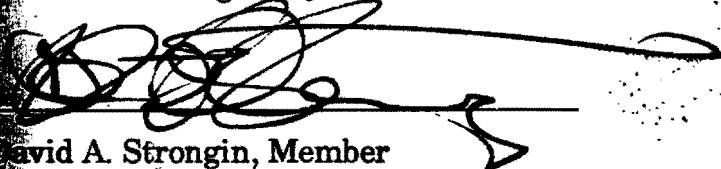
Jeffery K. Homola, Member



Brad S. Miller, Member



Richard L. Mudgett, Member



David A. Strongin, Member

Minutes of the Special Meeting of February 17, 2015

(Administrative Note: These minutes were reproduced, in hard copy form, in the Board packet of March 5 and are thus not reproduced in this packet).

MINUTES

REGULAR MEETING OF FEBRUARY 25, 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 Chairman Jim Smith on Wednesday, February 25, 2015 at 6:30 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, Jim Smith, Kendra Wong, and Tim Callicrate.

Also present were District Staff Members Engineering Manager Brad Johnson, General Manager of Diamond Peak Ski Resort Brad Wilson, Director of Human Resources Dee Carey, Director of Public Works Joe Pomroy, Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick, Assistant Director of Parks and Recreation Indra Winquest, Marketing Manager/PIO Kayla Anderson, and Senior Head Golf Professional Michael McCloskey.

Members of the public present were Aaron Katz, Judith Miller, Bea Epstein, Don Epstein, Steve Price, Richard Steinberger, Phil Horan, Kevin Lyons, Frank Wright, Steve Price, Alvin Steinberg, Paul Reynolds, Aaron Katz, Judith Miller, Eric Severance, Andy Whyman, Tom Kenna, and others.

(41 individuals in attendance which includes Trustees, Staff and members of the public.)

C. NOT USED

D. NOT USED

E. PUBLIC COMMENTS*

Bea Epstein said, as a follow to the workshop held, that she is opposed to last Tuesday however she does compliment the Board for their tenacity but that she

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is still dismayed about not having more Staff present as well as more community members present. So what are the next steps and how will the community be given a better opportunity to participate. This District has been in existence for fifty two years and the perception is that this Board is acting as if it is brand new and that we have never had anything and that they want to make it the best; how did we get to this. This Board needs to stop acting as if they are the community saviors because up until the election, each of you was seldom, if ever, at a Board meeting. This Board needs to change its thinking and go to "we" and not "I" as there is no "I" in team so be the best at being a team dedicated to this community. Represent us, not yourselves, or your personal agendas. And, what is the role of IVGID with Red, White and Tahoe Blue – many in the community are becoming disillusioned as it no longer feels like a community event rather it is a self-aggrandizing event and IVGID's involvement needs to be kept at a minimum.

Judith Miller said she is a member of the Diamond Peak Master Plan (DPMP) Steering Committee and that she has to admit that some of the revelations were a bit of a surprise because apparently our finances for Diamond Peak don't included any central services such as Human Resources, Accounting, etc. When looking into that allocation, she was told that Human Resources accounts for about \$200,000 thus how can we expect the financials to be real if we don't include those costs that are typically included at other ski areas. At a Board meeting, it was expressed, for 2014/2015, that there was a desire for Diamond Peak to breakeven with capital and debt services but we can't make that determination without having central services included. Ms. Miller said that she is asking that all items be included and have Staff come back with a revised cash flow analysis at the DPMP Steering Committee meeting of March 9 and do a little more pulling together of expenses so we can get a realistic idea about Diamond Peak making a profit. Ms. Miller concluded by stating that she had a written statement to submit.

Aaron Katz said that this is the first time he is talking about the DPMP Steering Committee and that he was intrigued by two e-mails from Dick Warren and his questioning of the purposes. Someone else forwarded to him some other e-mails and the revelation was that it was the committee's role to provide feedback to the General Manager and not to the Board and that the General Manager's recommendation may or may not be consistent with that feedback which just flabbergasted him; Mr. Katz said that he has a written statement that everyone should read for themselves. Another item that he noticed is that Craig Young asked for a survey and the General Manager is not paying attention to the DPMP Steering Committee members as the only choice here is to have a survey.

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Everyone has heard that Diamond Peak is doing fantastic and that they are ahead of last year which includes a \$566,000 subsidy from the Recreation Fee which wasn't applied to last year's financials so when you take it out, they really aren't ahead. He is again dismayed as he can't get the truth so he is asking the Board to do something like speak the truth; Diamond Peak is losing \$1.6 million dollars this year.

Frank Wright said that for the past four or five years he and others have been trying to get the Board to pay attention to what is happening in this village and to see what Staff is doing behind closed doors. Parcel owners get stuck with the bills and it is seven million dollars which is covered by the Recreation Fee. He has engaged with Washoe County Commissioner Marsha Berkbigler, whom he quoted from, and Washoe County Commissioner Berkbigler has said she will talk with Board Chairman Smith. Public salaries were released only have a lawsuit was threatened and he can't get the same information. The term "other" was applied to the report so does the public have to threaten a lawsuit to get the "other" information – the Board members should be ashamed as they have done nothing to correct this and why won't Staff release it. He thinks it is because the IVGID employees have received \$800,000 in bonuses which equates to \$2.4 million dollars over the past three years and they weren't approved by the Board, they were done behind closed doors, and they have been giving themselves raises. If he is wrong and it is not what he claims, then say so. Mr. Wright concluded by stating he had a written statement.

Rick Steinberger said he has a few comments about the DPMP; as he started to research it, he became increasingly distressed and almost horrified at what he saw – it is a plan that has spent over \$250,000 in consultants time and it is a proposed plan of four phases with each phase costing four million dollars for a total of sixteen million dollars for the DPMP. Mr. Steinberger continued that he is just horrified that this amount of money is being kicked around for Diamond Peak. He understands the changing climate and the other factors that are causing less people to come to Tahoe for skiing as he sees it on the hills and accepts that reality and appreciates that situation. He would ask, before you spend any money for the summer at Diamond Peak, that all of the Board go visit Heavenly, Northstar and Squaw Valley and you will see that those places are practically empty. They have ziplines and adult jungle gyms but not a lot of people are coming to those resorts for those amenities. Even Northstar's bike paths aren't crowded because people come to Tahoe, in the summer, for the lake, the lake, and the lake. Don't spend an enormous amount of money on Diamond Peak rather go extremely slowly and see what you see.

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Andy Whyman said that he is not here to lecture tonight and you are a new Board and for the new Board members, you are probably discovering it is a tough job and that there is an enormous amount of work that goes into the job. You have had two lengthy workshops to help bring you up to speed; the first workshop was what the primary purpose of the Board is and it engendered some dialogue and perhaps he is misunderstanding but he heard two Board members say that they are here to represent their constituents. If he recollects what the Board was told is that is not what you are here for. It would be worthwhile to discuss that particular issue so that the Board can come together as you need to be clear about what your primary obligations are and it is not to represent your constituents but it is to your Board and all of your community. He continues to be chagrinned by his fellow citizens who talk about how District Staff lies and that he wishes we could get to that discussion as it continues to be provocative and irritating. He continues to be concerned about the DPMP and he doesn't want it approved rather it appears some secretive items are going on because he hasn't heard about them.

Margaret Martini said that she would like to have a public explanation by the Board and the General Manager as to what is the purpose of the DPMP Steering Committee as nothing has come forth and she fears that it is an exercise in futility when she watches the webcasts. She sees all talk, talk, talk and no action and it moving full steam ahead. There is a lack of purpose to the Steering Committee other than to say to Staff that the General Manager formed a committee and nowhere in Staff's presentation did it show the original \$4.2 million dollar bond being serviced and she asked about it. She is looking for transparency in the financials and that the Board ran on a platform of transparency yet we are not seeing that in this committee and presentation from Staff. If you look at what's going on you can see why the constituents, property owners, etc. have been enraged about what is going on with the DPMP and the Steering Committee.

F. NOT USED

G. DISTRICT STAFF UPDATE – GENERAL MANAGER

General Manager Steve Pinkerton said that on February 5 the District is conducting the final phase of our culture training and we have received great feedback. Staff is very much looking forward to our employees working with our core values and seeing us serve the community. The Senior Team and Field Leadership Team will shortly be going through customer service training and how we can better measure those services and how we can better work with the Board and service at each venue. This dialogue will also involve onboarding of

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our seasonal employees in order to embed the culture and customer service standards. As to the conditions of the beaches, Staff is compiling a comprehensive list and we hope that all will be seeing some improvement as early as next week. Regarding the inquires about Incline Lake, Staff has been touching base with our partners and we have made some contacts about the next steps. There is no real clear direction and, if there is no objection from the Board, he would like to send a letter to our Federal Congressional Leadership asking them to look into the issue; the Board of Trustees indicated no objection.

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

Chairman Smith asked that General Business Item J.4. be removed from the agenda in its entirety. Trustee Hammerel made a motion to approve the agenda as amended, Trustee Wong seconded the motion. Chairman Smith called the question and the motion was unanimously passed.

I. CONSENT CALENDAR (*for possible action*)

- I.1. Change in Signature Authority for all District Accounts with Wells Fargo Bank – Remove Former Trustees as Account Signers and Add New Trustees as Account Signers (Requesting Staff Member: Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick)**

Trustee Hammerel made a motion to accept the Consent Calendar as submitted; Trustee Callicrate seconded the motion. Chairman Smith called the question and the motion was unanimously passed.

J. GENERAL BUSINESS (*for possible action*)

- J.1. Board Policy 3.1.0, Conduct Meetings of the Board of Trustees, Proposed revisions effective February 25, 2015 (Requesting Staff Member: District General Counsel Geno Menchetti)**

District General Counsel Geno Menchetti gave an overview of the submitted materials.

Trustee Devine asked if all the items have been gone through; District General Counsel Menchetti said yes but there was a typographical error in that "Approval of Bills" should not be on the list so please remove that.

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Trustee Devine said that he wanted to be clear on the addition of an item on the agenda and does it obligate. District General Counsel Menchetti said that if the Chair says no then it will take two Board members to have the General Manager put it on the agenda. Trustee Devine said so if the Chair turns it down should it be documented with a little synopsis. District General Counsel Menchetti said the Board can make it as complex as they choose and that this issue was not raised until this moment so he can do what a majority of the Board tells him to do. Trustee Devine said his question got answered.

District General Counsel Menchetti went over reconsideration and that three members of the Board must agree that the Board made a mistake and want to bring an item back.

Trustee Hammerel asked what is the avenue for a Trustee to request additional public comments on an item; is it a motion. District General Counsel Menchetti said he thinks there is a rumbling in the room that a Trustee should make a motion for additional public comment, it gets seconded, approved, and then additional comment can be taken. Trustee Devine said so a motion has to be made and there has to be three Trustees in favor of it. Chairman Smith read aloud the applicable section.

Trustee Devine said that he noticed that the section about Advisory Committees was removed and that this included the DVAT's; was that intentional. General Manager Pinkerton said that it didn't need to be in the policy. Trustee Devine asked if DVAT's still existed; General Manager Pinkerton said yes.

Chairman Smith said, regarding item 0.8, that if Trustee Devine wants to agendize an item, as the Board Chair, he decides with the General Manager. District General Counsel Menchetti said that the concept is that the Board Chair and General Manager work together and that the Board members typically go to the Board Chair and that the two of them work together to work it out. Chairman Smith said that if he decides to push it away, then Trustee Devine would have to get two other Trustees to join him. District General Counsel Menchetti said it does take a majority if the Chair doesn't respond to a request and that this provides that two other Trustees can agree with him or her. Trustee Hammerel said so this redundancy is built in

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and that it may come in to play if the Board Chair was incapacitated. District General Counsel Menchetti said the Vice Chair would have that power so he is not concerned. Trustee Devine said he is okay with the wording and that he just wanted to understand the process and how it worked. General Manager Pinkerton said that the Long Range Calendar review also helps with this and resolves a lot of opportunity for conflict.

Hearing no further Board comments, Chairman Smith opened the matter for public comment.

Bea Epstein said that her concern with this policy is not so much the order but rather the frequency of the meetings and that it is a terrible mistake to go to once a month because by postponing the Board weakens the operation and calling of emergency meetings creates a situation of a reactive agency versus a proactive agency. Emergency meetings make the Board look like bush leaguers. She agrees that the Board needs time for Board working sessions and that she would suggest scheduling them instead of the Meet and Greet. Have your work session before the general meeting so the community can see what the Board goes through, see the Board members personal style, opinions, etc. and don't have a Meet and Greet time thus being more transparent.

Margaret Martini said that she wanted to remind the Board that they were elected to represent our best interests not theirs and that we expect and demand a voice on an issue that is on the agenda.

Judith Miller said that she sent an e-mail on this topic and that she is even more concerned about the changes because if the policy will take something away from a single Trustee and almost inviting them to say no then this is setting the Board up for rejection and while it is nothing that Chairman Smith would do, she doesn't like the way it is worded. All of the Board members have the right to put something on the agenda. Moving on to the part about limiting public comment, does this Board realize that Washoe County has public comment on any item so it is not too long for them so are you doing this to limit the comment that this Board finds unappealing or not properly delivered. The Board already has rules and has the power on the manner of speaking, but not the content, and she doesn't think anyone is yelling or screaming or using a term that the Board didn't

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like while presenting evidence. This change is just basically wrong and limiting public comment is not showing that this Board wants to be the best communicators.

Aaron Katz said, as to the language, will versus shall versus must that he would recommend it be changed to shall as he can't believe that any Chair wouldn't put an item on the agenda and that the remedy is to kick him out as Chair. He has two other objections and he sent an e-mail to the Board and he has a copy in his written statement he is going to submit. On June 26, 2013, the same subject came up and it was rejected by the Board and three of the current Board members were on the Board at that time. The public came out and the change didn't pass so why are we going over this again and why does it keep coming up because it is on someone's agenda and that is terribly wrong. He is the one who talks the most and he has relevance, facts, and serves a positive. Trustee Wong likes facts and as the Board can see tonight, Staff has an agenda and they leave out facts so the public needs the opportunity to speak. On paragraph 0.17, it gives the General Manager the authority to go to the State Legislature and express a position for the District so this is inviting abuse as the Board hasn't established a policy and the General Manager already has too much authority.

Frank Wright said as individual Board members who are giving up some of your power by accepting this change in the way we do business and having to beg to put an item on this agenda is taking away the voice of the people for whatever reason and it should be known that it has been the voice of the people that has saved the Board from Open Meeting Law violations because the public has warned the Board. Going back to the Ordinance 7 debacle, it was the public that warned the Board and if you make this change, the public wouldn't have had that opportunity and when the rest of the public finds out about this change, they will be outraged and be assured, it will get out there. So for one Board meeting, this change basically cuts public comment to six minutes and that is a huge, huge mistake.

Phil Horan said that for the past nine or ten years, he has served on various County boards and all of those Boards handle public comment at the beginning and the end of the meeting and they get their three minutes and then on any action item the public is given

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an opportunity to speak which he thinks is really important. The possibility is one thing but he thinks the public should be given the right on any item that is going to be an action item because the Board is hearing facts and it is important to be transparent.

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

Trustee Devine said that he feels pretty strongly that the changes are pretty good and that public comment has been established and is expected thus the opportunity is clumsy therefore he stands in support of all the changes except public comment.

Trustee Hammerel said that this topic was brought up last year and it has been brought up in the past and that he has always been adamantly opposed to it because of transparency. All of the other changes he is in full agreement with and while he wants the public to have their three minutes, he is the first to admit that he was wrong. After being in this position for the past two years, he has changed his mind and it is not that he doesn't receive valuable input because he usually receives that input offline and not in these meetings. Unfortunately, our Board meetings have become a venue for people to grandstand, bring up irrelevant topics, and detract from the District's obligations. This is a tradeoff as this decision is foregoing transparency in lieu of increasing efficiencies and Board focus. We are here to make decisions on District business and public comment has gone way beyond that and thus he has changed his mind and he is in full agreement on this change and the option to take public comment but that the Board doesn't need to take it. He supports using this as a tool for public comment when we are interested in it and otherwise having comment at the beginning and the end is acceptable; he is willing to vote for this as presented.

Trustee Wong said in light of hearing comments from the public that she agrees with both Trustees Devine and Hammerel. Her vision of transparency and communication is that at some point we will get to a point where we will know our position coming into the meeting because we have talked about it but that she doesn't think we are quite there yet. She doesn't think we are ready to take out the opportunity to speak on every General Business item yet and when we are communicating enough, that may be the time. Trustee Wong

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concluded by stating it is a weird position but that she has changed her mind.

Trustee Callicrate said that this was done initially to comply with how other public bodies did it and that the Board felt it was appropriate. We, as a Board, definitely need, require and request public input because we are here as public officials so it is vitally important. The public has numerous opportunities before the Board meetings to communicate – e-mails, 1-on-1's, etc. There are things that come up at the Board meeting and new information that has been brought to our attention. He also agrees that unfortunately this venue has not been used as a meeting to conduct District business and that while it is a fine distinction, this is where we conduct the business of the District and there are some things that come up before the meeting that the Board can't share or that are legal issues that we will bring out at the appropriate time. This is a step in the right direction and Ordinance 1 and 7 were very important and that is where additional comment was necessary but that business gets sidetracked when we get fifteen people speaking on each and every item thus this vote will probably be misconstrued.

Trustee Wong said that she hears what Trustee Callicrate is saying and we do see a lot of familiar faces that regularly come and regularly comment; in playing devil's advocate, taking away that right from someone who doesn't come by taking away that process, we need to consider that.

Chairman Smith said that in a sincere way he wants to let everyone know that this Board is probably more transparent as he and Trustee Hammerel were the two who pushed through the webcasting initiative and that all of their meetings were webcasted except for the two not webcasted because of intellectual property rights by our consultants. He believes that we may have a split Board on this item and he asked for a motion.

Trustee Devine made a motion to accept all the proposed changes of Policy 3.1.0 as presented except for 0.10 which would remain as presently written and unchanged. Trustee Wong seconded the motion. Chairman Smith called for the vote and Trustees Devine, Smith, Wong, and Callicrate voted in favor of

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the motion and Trustee Hammerel voted opposed. The motion passed.

Trustee Callicrate said that he acknowledges what our District General Counsel has done to allow us as much participation as possible and that the Board will have the opportunity to show the community and we could address this down the road if we so desire. District General Counsel Menchetti said that the Board can do whatever it wants and noted that the six month time frame is in place.

Trustee Wong said that she wanted to go on the record that this proposed change was a point of discussion at a Board Retreat and that the Board did have an extensive discussion to bring this matter forward.

Chairman Smith said that the Board is now releasing its agendas seven days in advance instead of seventy-two hours and that this change was done so as to allow our constituents to give the Board more information.

J.2. Authorize Multiple Contracts for the Effluent Export Project – Phase II – 2014/2015 Capital Improvement Project (CIP): Fund: Utilities; Division: Sewer; Project # 2524SS1010; Vendors: PICA Corp and HDR Engineering (Requesting Staff Member: Engineering Manager Brad Johnson)

Engineering Manager Brad Johnson gave the PowerPoint presentation that was included in the Board packet materials.

Chairman Smith said that this was one of the best presentations about pigs, snakes and Tempur-Pedic pillows he has ever heard.

Trustee Devine asked if there was any money left over from the previous award. Engineering Manager Johnson said that contract was for \$500,000 and that the bulk of it remains unspent; this addition is to remobilize and for the additional work instead of all new work.

Hearing no further comment from the Board, Chairman Smith opened the matter for public comment.

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Frank Wright asked if coring out that blockage and smoothing it out was possible and/or explored as that could save a lot of money. Engineering Manager Johnson said that wasn't technically feasible as it is small and localized. The technology is not entirely there nor can we guarantee the lining. It is likely that we will hack out that section and replace it with a small section welding it into another pipe and that it will be done quickly with contracts that are within the General Manager's authority.

Trustee Hammerel made a motion to:

1. Authorize a contract amendment to PICA Corp in the amount of \$100,000 for electromagnetic remote field testing (RFT) inspection services of the effluent export pipeline.
2. Authorize an additional services addendum with HDR Engineering totaling \$62,831 for engineering services associated with the RFT inspection of the effluent export pipeline.
3. Authorize Staff to execute the necessary contract documents.

Trustee Devine seconded the motion. Chairman Smith called the question and the motion was unanimously passed.

J.3. Utility Rate Study Presentation – 2015 (Requesting Staff Member: Director of Public Works Joe Pomroy)

Director of Public Works Joe Pomroy gave his PowerPoint presentation, with some additions that are incorporated herewith by reference that was included in the Board packet.

At 8:46 p.m., following the presentation, Chairman Smith called for a short break; the Board reconvened at 8:52 p.m.

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General Manager Pinkerton said that he wanted to mention that typically when agencies have one of these studies the agency is paying a consultant between fifty and seventy five thousand dollars and here, at IVGID, we have the same study done in house which is quite an accomplishment.

Chairman Smith said, to the Board, that it is important for the Board to ask questions and give direction because of the process to get through the next steps.

Trustee Devine said that the answer doesn't have to be deep but that he is looking for a better understanding on commercial versus residential and are they addressed equally and are they both going up. Director of Public Works Pomroy said that all base rates are going up two percent and that the difference is the size of the meter and that they pay the same commodity rate.

Trustee Hammerel said if FLAP funding ever appears or there are some of the efficiencies that our Engineering Manager is uncovering and we find that we have excess funds in our reserve, can we apply that to the replacement of the steel pipe. Director of Public Works Pomroy said the District is collecting monies and if we get funding, we can lower our rates because our capital rates go way down thus we can adjust the CIP rate however it is all about when it happens.

Trustee Wong said that this is a five year plan and is that a magic number and/or industry standard. Director of Public Works Pomroy said it is the industry standard for prediction purposes and that capital looks out for twenty years; the District ramps up rates well before because it is such a large project.

Chairman Smith thanked the team for exceptional professionalism and service to the District.

Hearing no further Board comment, Chairman Smith opened the matter for public comment.

Margaret Martini said that she has a serious question and that is how much does a residential person pay per gallon versus a commercial account payer and if one looks at that it seems that there is a serious need for restructuring as she doesn't see why a

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commercial customer doesn't pay the same as a residential customer. She doesn't think she is reading it wrong but it is being done unilaterally as the residential rate is exorbitantly higher versus those who are using the resources. The cost per gallon should be looked at and at what is paid. Everything in California costs more so naturally their water would cost more thus we aren't comparing apples to apples and it needs more study before the Board votes.

Aaron Katz said that 95% of the presentation was nice background but not relative to the issue and the issue is the increase of rates as to operational expenses and that's what we should have heard about. We keep getting it year after year from Staff and it is not fair and not equitable and never does Staff address those problems which are the allocation of capital costs is not fair nor equitable, assessment of excess water charges are only paid by residential users, it is not fair how they are assessing that, and IVGID has a public service recreation account so why do they get a break and he doesn't. As for the administrative charge, all users don't pay it and it should cover all of the administrative charges. On defensible space, there are people who aren't paying it because they aren't hooked up and they don't pay the standby rate either; Mr. Katz concluded by stating he had a written statement to submit.

Frank Wright said that he is not going to go back and reiterate what others have said but he has been studying this and following it and he predicted sticker shock and that's exactly what the residential customer got – sticker shock and because his wife likes to water a lot, his rates are jumping off the table. Before this Board does anything about this presentation, they need to go and look at the Hyatt's rates and how much they have increased and is it proportional to how much the residential fees have increased. It is his opinion that the Board will find this to be unfair so check it out. This seems like a minor increase at this time but look backwards and the Board will see that the residential increase has been 50% and that the Hyatt hasn't seen that kind of increase. Mr. Wright concluded by asking for two things – (1) the bonuses paid to the Utility Team and (2) the Hyatt rates for utilities.

Hearing no further public comment, Chairman Smith brought the matter back to the Board where no additional direction was given to Staff.

- J.4. Authorize Staff to execute access easements, watermain easement and encroachments between District and Incline Pines Homeowner Association (Requesting Staff Member: Director of Public Works Joe Pomroy) – *removed from the agenda in its entirety*
- J.5. Set Date and Time for Public Hearing for April 29, 2015 for the Proposed Amendments to Sewer Ordinance #2 and Water Ordinance #4 that Includes the Utility Rate Increase (Requesting Staff Member: Director of Public Works Joe Pomroy)

There were no comments from the Board so Chairman Smith opened the matter for public comment.

Aaron Katz asked the Board not to set a date because there was not enough information and one example is that the employees at Public Works are union members and they enter into a collective bargaining agreement and nothing in that agreement allows them to get a bonus and that he will shut up for a month of meetings if the Board says yes they will do because the Board should get that information because it doesn't apply to that contract. The amount of the bonuses can be more than the rate increases. He has heard, through the grapevine, that General Manager Pinkerton is not going to give anymore bonuses so if that is true then that will be a savings of over \$325,000 which equals a 3.2% rate increase so let's find out the truth and find out if bonuses are going to be awarded or not because if not then we don't need any rate increases. He thinks that Ms. Martini is wrong and that we are paying the same but where we aren't paying the same are excess water charges and capital improvement costs. The Hyatt should be paying over \$7,000 and paying for what they use.

Trustee Hammerel made a motion to set the date of a public hearing for the proposed amendments to IVGID Sewer Ordinance No. 2, entitled "An Ordinance Establishing Rates, Rules and Regulations for Sewer Service by the Incline Village General Improvement District" and IVGID Water Ordinance No. 4, entitled "An Ordinance Establishing Rates, Rules and Regulations for Water Service by the Incline Village General

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Improvement District," for April 29, 2015 at 6:30 pm. Trustee Wong seconded the motion. Chairman Smith called the question and the motion was unanimously passed.

J.6. Set Date and Time for Public Hearing for the 2015/2016 Budget and Recreation Roll for Thursday, May 21, 2015, 9:00 a.m. (Requesting Staff Member: Director of Finance, Accounting, Risk Management and Information Technology Gerry Eick)

Director of Finance, Accounting, Risk Management, and Information Technology Eick gave an overview of the submitted materials.

There were no comments from the Board so Chairman Smith opened the matter for public comment. Hearing no public comment, Chairman Smith brought the matter back to the Board.

Trustee Callicrate made a motion to set the date of a public hearing for the 2015/2016 Budget and Recreation Roll for Thursday, May 21, 2015 under the Nevada Revised Statutes. The time of the meeting is 9 a.m. Trustee Hammerel seconded the motion. Chairman Smith called the question and the motion was unanimously passed.

J.7. Washoe County Organizational Effectiveness Committee – Summary of Notes from the February 4, 2015 (Requesting Trustee: Chairman Jim Smith)

Chairman Smith said that he was not looking for any action rather just to share this information with the Board as well as the community and communicate what was going on. Washoe County plans on releasing their Strategic Plan soon, they would like to hold a meeting in our community, and he will work towards doing that.

K. NOT USED

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

L.1. Regular Meeting of January 14, 2015

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Trustee Callicrate said on agenda packet page 122, Item J.4., first paragraph it should read 1997 instead of 1987 and that in the center of the page it should read 1998/1999. Hearing no other changes, Chairman Smith said that the minutes of the Regular Meeting of January 14, 2015 are approved as amended.

L.2. Special Meeting of January 15, 2015

Hearing no corrections or changes, Chairman Smith said that the minutes of the Special Meeting of January 15, 2015 are approved as submitted.

M. REPORTS TO THE IVGID BOARD OF TRUSTEES*

M.1. District Staff Updates (*written updates may have been provided; if there are any questions, from the Board of Trustees, they may be asked at this time*)

Diamond Peak General Manager Brad Wilson gave a brief oral report about Diamond Peak and stated that the ski resort would be closing on April 12. Trustee Wong thanked Staff for hosting the Trustees and while they only had a couple of people in attendance, it was great to connect with the people who ski at Diamond Peak.

Chairman Smith thanked Staff for all the good work they are doing at Diamond Peak Ski Resort.

M.2. District General Counsel Devon Reese/Geno Menchetti

District General Counsel Reese said they had no additional information to share; Chairman Smith thanked General Counsel for all their hard work.

N. 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 Callicrate reported that the Communications Committee convened and that they have four internal team members, four external team members and one technology individual and that they had a great meeting at the Boardroom this past Friday (2/20) and they have great direction and are trying to discern how the District communicates. The team talked about the Public Information Officer

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versus the Marketing Manager and getting and giving clear direction. The team is setting up to meet again in the next two weeks. Chairman Smith thanked Trustee Callicrate for this report. Trustee Hammerel said that was a great summary and that the team is great and he can't wait to see what comes out of it. Chairman Smith recapped the team members and noted that District General Counsel Guinasso is also assisting.

O. CORRESPONDENCE RECEIVED BY THE DISTRICT*

Clerk to the Board of Trustees Susan Herron stated that correspondence has been received from Aaron Katz, Judith Miller, Mike Abel, Bea Epstein, Neal Fincher, Ken Cash, Margaret Martini, Bruce Simonian and Ginger Stoner and that it has been distributed and will be included, in hard copy form, in the next Board packet.

P. PUBLIC COMMENTS*

Frank Wright said that he had a number of requests and in the spirit of trying to change the type of climate at these Board meetings, which is already a lot different, he wants to say that this is a respectful Board of Trustees and a group that can work together. He asking the Board to clear up the clouds and making public records more transparent and how do you do that; form a committee to review and have those records submitted as evidence because the District is not being transparent and if you did that it would take a lot of suspicion off the table. Mr. Wright said that two meetings ago he asked the Board to get the bonus information as he would like to see those and see what they are. Also, who is instructing Staff not to give out the records; you need to take that off the table and clear it up. Someone asked him the other day how many times the Board has talked to Mr. Katz. A lot of this would go away if you would and the last Board fought with this issue but he is asking this Board to talk as he wants to work with this Board in a cooperative way.

Judith Miller said that she commends the Board for the work done on the policy changes and it appears that this Board is taking a look and listening to people and that she thinks that is the kind of cooperative spirit that the community would like to see. With that said, she did send an e-mail this morning about some attempts at transparency and that she liked that but that the check runs are an item when more is less. We are getting a lot of volume but we don't know what they are for and we don't find out what fund pays them. In addition, if an EFT payment is made, it is not on there. She would like payments that are made other than a check included as well. There are a great number of credit cards issued to

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employees and they have a fairly high credit limit and we don't see that nor do we know the dollar limit but the Board could find out and it would be helpful for the public to see that information. While it is past her bedtime, there were important presentations given tonight and she doesn't think the three minutes of public comment had an impact on timing. The financials don't include central services for the venue and Staff has to find a way to work those numbers in there if they are going to have any significant financial reporting if you believe these venues are going to support themselves. Ms. Miller concluded by stating that she had a written statement to submit.

Aaron Katz said that there has been a lot of public comments and that he hasn't heard one that was off topic or frivolous and he didn't hear any yelling or screaming. Mr. Whyman told him that he called a member of Staff a liar and if he did, there are factual statements to back it up. This is about incivility or lack of respect rather it is about asking the Board to drill down on issues. Two years ago, we went through this whole budget process and the Board instructed Staff to come back with breakeven or positive cash flow with all costs included and no doctored financials and that the public wanted to know all the revenue and all the expenses and was the venue positive or negative. For two years, none of that has happened. Two Trustees, when running for office, said they wanted to reduce the Recreation Fee and the District has paid off two bonds and still the Recreation Fee hasn't gone down. Staff says they are doing smoothing and all of that is wrong and if the Board would do what is right then they wouldn't have him criticizing because all the community wants is what is right and this Board can do something to make it right so please do it.

Chairman Smith called upon Mr. Simonian to make public comments; Mr. Simonian had left the meeting.

Phil Horan said that he wanted to touch again on public comment and in listening to the discussion about public comment and how important it is. He has talked with Trustees Devine and Wong and yet it is very difficult to share across the Board and then with the community. Public comment should be allowed on each action item. Mr. Horan concluded by stating that he does agree with a couple of comments made as there is more that the Trustees can do and he agrees that not enough of that has been done.

Bea Epstein said that she wanted to take a moment to say thank you for the consideration on the public comment issue as it is very important to hear the public and to respond to the public. She knows it is difficult to sit there and get blasted when people are emotional and misinformed because she has lived it. It

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is an important aspect of being a Board member to big enough to sit and listen to what the public has to say because we are the ones who live here and who have a lot of interaction within the community. She thinks it is important to allow those of us that come to these meetings to have the Board members hear the input and hear the members of the public. She commended the Board for their vote and stated that she was proud of the Board for making that decision as it adds to transparency. The conduct of some of our audience has changed and she thinks that is critical and remember that if there is someone who is out of order, the Board Chair can put a stop to that and ask them to leave and/or not carry on. Some of that has changed and thank you to the members of the audience who have commented in an orderly and dignified manner.

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

General Manager Pinkerton distributed the Long Range Calendar that was updated and in color and noted that next Thursday and Friday, the Board will be finishing up its Strategic Planning Session followed by a Budget Work on March 19 and then the regular Board meeting on March 25.

R. ADJOURNMENT (for possible action)

The meeting was adjourned at 9:40 p.m.

Respectfully submitted,

Susan A. Herron, CMC
Clerk to the Board of Trustees

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 Judith Miller: (2 pages) Subject: Transparency, dated February 25, 2015

Submitted by Aaron Katz: (19 pages) Written Statement to be included in the Written Minutes of this February 25, 2015 Regular IVGID Board Meeting –

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Agenda Item J(3) – What's wrong with Staff's Utility Rate Study? Part I – Its allocation of infrastructure capital improvement, excess water, administrative and defensible space costs is unfair and inequitable

Submitted by Aaron Katz: (5 pages) Written Statement to be included in the Written Minutes of this February 25, 2015 Regular IVGID Board Meeting – Agenda Item J(1) – Proposed revisions to IVGID's public comment policy

Submitted by Bea Epstein: (1 page) General Business Item J1: Conduct Meetings once a month

Submitted by Frank Wright: (1 page) Open Letter to the Board

Submitted by Aaron Katz: (7 pages) Written Statement to be included in the Written Minutes of this February 25, 2015 Regular IVGID Board Meeting – Agenda Item C – Public Comment Section – More evidence that IVGID Staff either lacks competence or is intentionally deceitful in its reports to the Board and the public

Submitted by Aaron Katz: (5 pages) Written Statement to be attached to and made a part of the Written Minutes of the IVGID Board of Trustees' Regular February 25, 2015 Meeting – Agenda Item (C) – Public Comment Section – Contrary to popular belief, the Diamond Peak Master Plan ("The DPMP") Steering Committee ("The SC") serves no function other than for use as a tool by Staff to justify their pre-determined support for the DPMP notwithstanding the community believes the SC was created as a substitute for formal local property owner approval

Submitted by Judith Miller: (2 pages) Public comment IVGID Trustees Meeting 2/25/2015

Submitted by Bea Epstein: (1 page) Public Comment Session #1

To: Chairman Smith, Trustees Hammerel, Devine, Wong, Callicrate

From: Judith Miller

Date: February 25, 2015

Subject: Transparency

Check runs

Although initially it sounded like improved transparency by posting checks online, in reality, these reports are less transparent than our former bill pay reports because now we are not given any information on what the payment is for. Formerly the report included the reason for the expense and which fund(s) incurred the expense. Without that information, the check run report is useless and will likely result in more staff time spent on answering questions prompted by the lack of information. . Apparently IVGID pays some bills with automatic transfers or means other than checks. These should be included on the online report. Additionally, we need a report that includes credit card purchases. It's my understanding that a great many IVGID employees have credit cards. I don't necessarily want to see all credit card purchases, but maybe the ones over a certain dollar amount or those accounts with higher credit limits should appear. Please ask staff to improve these reports if you truly want to promote transparency.

Venue reports

I also like the idea of venue reports online, but staff should always give an honest assessment of venue operations. Truth is more important than showing a huge profit. Brad Wilson comments in his report that Ski is a million dollars ahead of last year. What he doesn't mention is that this January's numbers include over half a million dollars of rec fee subsidies as operating revenue, which was not reported as revenue last year. Maybe he just didn't notice it, but this is the very kind of remark that makes the public distrustful of IVGID. We've had way too much of this kind of spin lately.

During the Diamond Peak Master Plan Steering Committee meeting, Mr. Eick confirmed the fact that Diamond Peak's financials don't include costs for HR, Accounting or Central IT. So when these major costs are factored in, it's apparent Diamond Peak's revenues seldom even cover operating costs. Mr. Pinkerton suggests, in his recent Bonanza column, that some costs are much higher because IVGID is government, so we should compensate by leaving off a half million dollars or more worth of central services costs when comparing IVGID venues to private ones. If we include central services costs as an expense (it is a legitimate expense) and take off the rec fee subsidy (it's not a legitimate operating revenue), we'd likely see that Diamond Peak is in the hole again, not generating a profit.

If our financial reports actually included all these costs, maybe the Board would determine it would be better to privatize our venues. Unless we get much more detailed financial reports that include all the expenses of each venue, we'll never be able to compare them to their private counterparts, nor will we ever really know how much these venues are costing the taxpayers/fee payers of the District. Our current financials are not just confusing, they are misleading.

More complete reports on Diamond Peak's and the other venues' financial condition are essential. Without them how can the Board make informed, intelligent decisions on any of the matters that come

before them? Now perhaps some will begin to realize that the Board needs to do more than just set policy. You need meaningful financial reports so you can draft policies and strategic plans that make sense.

Respectfully submitted,

Judith Miller

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
FEBRUARY 25, 2015 REGULAR IVGID BOARD MEETING – AGENDA ITEM
J(3) – WHAT'S WRONG WITH STAFF'S UTILITY RATE STUDY? PART I –
ITS ALLOCATION OF INFRASTRUCTURE CAPITAL IMPROVEMENT,
EXCESS WATER, ADMINISTRATIVE AND DEFENSIBLE SPACE
COSTS IS UNFAIR AND INEQUITABLE**

Introduction: Staff represents that it's proposed new water and utility rates evidence a modest 3.2% rate increase¹. I am opposed to the proposed rate increase for several reasons. First, staff has failed to make the case that the rate increase is necessary. Second, staff has proposed continuation of its *inequitable* allocation of Capital Improvement ("CIP"), administrative and defensible space costs (what it calls "rate equity"). Finally, it continues to charge local property owners with backflow prevention devices more than the actual costs it incurs in annually testing those devices (testing it mandates). Although I propose addressing each of these reasons separately, the purpose of this written statement is to address the issue of rate *inequity*. I ask that the Board put a stop its "rubber stamp" affirmation of staff's version of equitable allocation and instead, tackle the subject anew.

Who Are IVGID's Utility Customers? Before I begin, let's be clear insofar as who are IVGID's utility customers; *local property owners*² who financially subsidize *everything IVGID does*. Not non-property owning residents, nor favored commercial enterprises who realize preferential rate treatment, nor local businesses' customers who use these utilities, nor visitors to Incline Village/ Crystal Bay, nor the world's tourists, but rather, ***we local property owners***. Thus isn't it about time our water and sewer rates were made fair and equitable to the overwhelming majority of us?

So What's *UN*fair and *IN*equitable About Staff's Allocation of the Public's Water and Sewer System Expenses? I point to seven components (or the lack thereof) of staff's rate structure:

¹ See page 95 of the packet of materials supplied by staff in anticipation of this regular meeting ["the Board packet" (see https://www.yourtahooplace.com/uploads/pdf-ivgid/BOT_Regular_Packet_2-25-2015.pdf)].

² The Board is reminded that although the ultimate users of IVGID's water and sewer services may not local property owners, ultimately, it is the local property owner who is financially responsible. ¶2.17 of Water Ordinance No. 4 ["the Water Ordinance" (see page 10 at https://www.yourtahooplace.com/uploads/pdf-ivgid/ordinance_4_2014.pdf)] declares that "In the case of single family ("SFR") or individually metered multiple family residences, *the customer shall be the owner of the property served*," and ¶9.06 (at page 29) declares that "all charges, fees and amounts due and payable shall be billed to the *owner of the premises*, whether or not the owner is also the occupant." And ¶¶2.16 and 14.05 of Sewer Ordinance No. 2 (see pages 11 and 39, respectively, at https://www.yourtahooplace.com/uploads/pdf-ivgid/ordinance_2_2014.pdf) make the very same declarations. Thus just like the Recreation ("the RFF") and Beach ("the BFF") Facility Fees, *local property owners are IVGID's customers!*

1. IVGID's Allocation of CIPs Amongst Customer Classes;
2. IVGID's Assessment of "Excess Water Charges;"
3. The Way in Which IVGID Assesses "Excess Water Charges;"
4. IVGID's "Public Service Recreation Exemption;"
5. IVGID's Selective Assessment of Administrative Charges;
6. IVGID's Selective Assessment of Defensible Space Charges; and,
7. The Lack of a Standby Service Charge for Properties Not Connected to the Public's Water and Sewer Systems Yet Still Realizing Benefits.

IVGID's Allocations Are Allegedly Premised Upon *EQUITY*: Before I discuss the particulars of IVGID's allocations, let's keep in mind staff's representations to the Board and the public: "the current rate structure is (allegedly) a full service cost model with *a pay for what you use commodity charge*³... Equity is (allegedly) calculated by determining (each user group's)...proportion of fixed and variable *demand(s) on the (public's) water and sewer system(s)*." So as we examine IVGID's allocations, let's keep in mind these alleged "representations."

IVGID's Allocation Methodology May Work in Your Typical Municipality, But it Doesn't Work Here in Incline Village/Crystal Bay: Let's also keep in mind that although IVGID's allocation formulas may work in large municipalities with an abundance of commercial users, we're neither a municipality nor do we have an abundance of commercial users. Incline Village/Crystal Bay is overwhelmingly a bedroom community. And one, according to staff, where $\frac{2}{3}$ or more of local property owners place little demand on the public's water and sewer systems because they are absentee, nonresident, second homeowners. So as we examine IVGID's allocations, let's keep in mind these "differences."

IVGID's Allocation of CIPs Amongst Customer Classes: So let's begin with staff's CIP cost allocations given that according to them, CIPs have been the "*major* drivers in raising...rates over the last four years⁴." Although I and others have made public records requests to examine use by and CIPs assessed to large commercial users such as the Hyatt, Cal Neva and Biltmore Hotels (in order to evaluate their fairness and reasonableness), our requests have been refused. So I cannot definitively speak to the unfairness and inequitableness of *their* CIP billings. However, I can speak to the unfairness and inequitableness of IVGID's CIP billings to its commercial, for profit enterprises, because staff has provided those billings (at least for years 2012 and 2013).

I have prepared two spreadsheets which depict monthly CIP charges billed to two of IVGID's commercial, business venues and compare them to CIP charges billed to the typical SFR user. The first spreadsheet pertains to Diamond Peak, for a single month (January of 2012). The intent is to compare what Diamond Peak "pays for what it uses," and to determine whether it represents a fair share of the "demands (it places) on the (public's) water and sewer systems" (i.e., *EQUITY*). Although some of

³ See page 70 of the Board packet.

⁴ See page 62 of the Board packet.

the numbers below are not current, the percentage of CIPs billed to Diamond Peak given the massive amount of water it uses⁷ is current compared to what we residential customers use.

Diamond Peak Compared to Median SFR Water/Sewer Use/Billings										
January, 2012										
									Monthly	Monthly
		Water	Monthly		SFR	Monthly	SFR	Monthly	Median	
		Line	SFR	Water CIP	Water	Sewer CIP	Sewer	Water Use	(in Gallons)	
Meter	Location	Size	CAF	CAF	Fees	CIP	Fees	CIP	(Gallons)	Systemwide
71210008	Snowflake	¾"	1.0	1.0	\$ 11.98	\$ 11.98	\$ 16.20	\$ 16.20	14,102	4,500 ⁵
81081609	Base	1½"	3.33	1.0	\$ 39.89	\$ 11.98	\$ 53.95	\$ 16.20	25,300	4,500 ⁵
81040852	Skier Services	2"	5.33	1.0	\$ 63.85	\$ 11.98	\$ 86.35	\$ 16.20	72,760	4,500 ⁵
80142639	?	1"	1.67	1.0	\$ 20.01	\$ 11.98	\$ 27.05	\$ 16.20	3,384	4,500 ⁵
1588690	Snowmaking	10"	76.65	1.0	\$ 918.27	\$ 11.98	\$ 0.00	\$ 16.20	23,566,871 ⁶	4,500 ⁵
		Totals			\$ 1,054.00		\$ 183.55		23,682,417	

As you can see, Diamond Peak was charged a bit more than \$1,000 in monthly water CIP costs and \$183.55 in monthly sewer CIP costs for its use of 23,682 MILLION GALLONS of water⁷. In comparison, each of we SFR customers was charged \$11.98 in monthly water CIP costs and \$16.20 in monthly sewer CIP costs for our use of 4,500 or less⁵ gallons of water/each!

Now ask yourself; how many people are flushing toilets and washing their hands at Diamond Peak each of the 31 days in January? How many dishes, utensils, pots, pans, etc. are being washed each day at Diamond Peak's food court, the Snowflake Lodge and Wild Bill's BBQ? And how do these numbers compare to the number of people and use in your household? How does over 23.5 MILLION

⁵ Page 89 of the packet of materials supplied by staff in anticipation of this regular meeting [“the Board packet” (see https://www.yourtahooplace.com/uploads/pdf-ivgid/BOT-Regular_Packet_2-25-2015.pdf)] represents that for 2014 the median user’s monthly water and sewer utility bill, system-wide, totaled \$91. Since page 87 of the Board packet represents that every customer’s 2014 monthly water bill totals a minimum of \$27.54 *exclusive of consumption charges* [since according to staff, “all customers...pay for what they use” (see page 70 of the Board packet)], and similarly, every customer’s monthly sewer bill totals a minimum of \$46.13 (for a total of \$73.67/month), in order to reach the combined \$91/month figure staff represents, one must factor in an additional \$17.33/month of consumption charges. Given 2014 water consumption charges are fixed at \$1.32/1,000 gallons of water (see page 87 of the Board packet) and sewer consumption charges are fixed at \$2.68/1,000 gallons of water⁸ (see page 88 of the Board packet), \$17.33/month in combined water and sewer consumption charges equals 4,500 gallons of water use/month. Notwithstanding, remember that these numbers are *systemwide*. The typical residential customer (especially the ⅔ or more of absentee, nonresident, second homeowners) likely use *less* gallons of water/month.

⁶ Signifies December 2011 rather than January 2012 usage.

GALLONS OF WATER use, just for manmade snowmaking, compare to the typical 4,500 or less⁵ gallons the median residential household uses? Once you've answered these questions, you tell me: is it fair and equitable for Diamond Peak to be paying only 11.33 times the monthly sewer CIP cost the typical residential customer pays when the former is placing 5,263 times the infrastructure demands on the public's sewer system? And is it fair and equitable for Diamond Peak to be paying only 87.98 times the monthly water CIP cost the typical residential customer pays when the former is placing 5,263 times the infrastructure demands on the public's water system?

My second spreadsheet depicts monthly CIP charges billed to Championship Golf and the Chateau, and compares them to those charges billed to the typical SFR user, for a single month (July of 2012). Again the intent is to compare what Championship Golf and the Chateau "pay for what they use," and whether it represents a fair share of the "demands (they place) on the (public's) water and sewer systems" (i.e., *EQUITY*). Again although some of the numbers below are not current (and remember there was a water and sewer rate increase since Diamond Peak's January 2012 numbers), the percentage of CIPs billed to Championship Golf and the Chateau given the massive amount of water they use⁷ is current compared to what we residential customers use.

Championship Golf/The Chateau Compared to Median SFR Water/Sewer Use/Billings										
July, 2012										
								Monthly	Median	
		Water			Monthly	SFR	Monthly	SFR	Monthly	
		Line	Line	SFR	Water CIP	Water	Sewer CIP	Sewer	Water Use	
Meter	Location	Size	CAF	CAF	Fees	CIP	Fees	CIP	(in Gallons)	
		Size	CAF	CAF	Fees	CIP	Fees	CIP	Systemwide	
71221154	Drive Range	3"	10.0	1.0	\$ 125.90	\$ 12.59	\$ 0.00	\$ 18.81	903,120	4,500 ⁵
71204477	Cart Barn	1"	1.67	1.0	\$ 21.03	\$ 12.59	\$ 31.41	\$ 18.81	27,216	4,500 ⁵
71206342	931 Fairway	2"	5.33	1.0	\$ 67.10	\$ 12.59	\$ 100.26	\$ 18.81	12,370	4,500 ⁵
80142639	950 Fairway	4"	16.67	1.0	\$ 209.88	\$ 12.59	\$ 0.00	\$ 18.81	3,693,200	4,500 ⁵
71206288	955 Fairway	2"	5.33	1.0	\$ 67.10	\$ 12.59	\$ 100.26	\$ 18.81	66,540	4,500 ⁵
71209578	4 th Green	2"	1.0	1.0	\$ 12.59	\$ 12.59	\$ 18.81	\$ 18.81	2,672	4,500 ⁵
71221158	5 th Green	4"	16.67	1.0	\$ 209.88	\$ 12.59	\$ 0.00	\$ 18.81	1,993,600	4,500 ⁵
71196192	955 Driver	1"	1.67	1.0	\$ 21.03	\$ 12.59	\$ 31.41	\$ 18.81	13,481	4,500 ⁵
71221151	Driver Irrigation	4"	16.67	1.0	\$ 209.88	\$ 12.59	\$ 0.00	\$ 18.81	2,747,400	4,500 ⁵
		Totals			\$ 944.39			\$ 282.15		\$ 9,459,599

As you can see, Championship Golf was charged a bit less than \$950 in monthly water CIP costs and roughly \$282 in monthly sewer CIP costs for its use of nearly 9.5 MILLION GALLONS of water⁷. In comparison, each of we SFR customers was charged \$12.59 in monthly water CIP costs and \$18.81 in monthly sewer CIP costs for our use of 4,500 or less⁵ gallons of water/each!

⁷ IVGID does not measure the flow of sewerage. Rather, it basis demand upon the public's sewer system based upon water usage.

Again ask yourself; how many people are flushing toilets and washing their hands at the Championship Golf Course and the Chateau each of the 31 days in July? How many dishes, utensils, pots, pans, etc. are being washed each day at the Grille Restaurant and for catering functions taking place at the Chateau? And how do these numbers compare to the number of people and use in your household? How does nearly 9.5 MILLION GALLONS OF WATER use compared to the typical 4,500 or less⁵ gallons the median residential household uses? Once you've answered these questions, you tell me: is it fair and equitable for Championship Golf to be paying only 15 times the monthly sewer CIP cost the typical residential customer pays when the former is placing 2,102 times the infrastructure demands on the public's sewer system? Is it fair and equitable for Championship Golf to be paying only 75 times the monthly water CIP cost the typical residential customer pays when it is placing 2,102 times the infrastructure demands on the public's water system?

I'm sorry; you don't need to be a Public Works professional to know that IVGID's water and sewer CIP cost allocations are grossly unfair and inequitable for just these two commercial enterprises. And if they are unfair and inequitable insofar as Diamond Peak and Championship Golf are concerned, how fair and equitable do you think they are for the 488 room Hyatt Hotel and Casino, or the 178 room Cal Neva Hotel and Casino, or the Lone Eagle Grille, or any other "high demand" commercial business user in town?

If we're going to pay more than "lip service" to the notion that all users should "*pay for the demands they (actually) place on the public's water and sewer systems,*" **staff needs to be instructed that the way in which they allocate water and sewer CIP charges needs to be massively overhauled.**

The Way in Which IVGID Assesses "Excess Water Charges:" According to staff, "excess water charges" are imposed upon users to encourage conservation (i.e., less use of water). Thus at page 108 of the Board packet staff proposes that the first 20,000 gallons worth of water use within a billing period be exempted from any excess water charges. However for 21,000-60,000 gallons of water use within a billing period, staff proposes that each 1,000 gallon unit be charged 75.5% more (i.e., \$2.37 rather than \$1.35). And for water use in excess of 60,000 gallons within a billing period, staff proposes that each 1,000 gallon unit be charged 153.3% more (i.e., \$3.42 rather than \$1.35).

But it turns out that essentially *no one* pays "excess water charges" but for less than 100 residential customers who use water for landscape irrigation. The residential customer is assessed "excess water charges" for 21,000 gallons of water use within a billing period, yet Diamond Peak is assessed *none* notwithstanding its unbelievable 23.6 MILLION GALLONS of water use! This truism makes a mockery of staff's stated purpose for assessing "excess water charges;" i.e., to "encourage conservation." Moreover, the way within which staff assesses "excess water charges" is disingenuous at best and patently unfair, inequitable and discriminatory at worst.

If we're going to pay more than "lip service" to the notion that all users should "*pay for the demands they (actually) place on the public's water and sewer systems,*" **staff needs to be instructed that the way in which they assess "excess water charges" needs to be massively overhauled.**

The UNfairness of How “Excess Water Charges” are Assessed: If you examine IVGID’s Schedule of Water charges (see pages 107-108 of the Water Ordinance² and pages 106 and 108 of the Board packet⁸), you will discover that the larger the diameter of your water line the greater the number of gallons of water you are encouraged to use *before* “excess water charges” are assessed. Whereas “excess water charges” are regularly assessed against residential customers, if you are a commercial customer with a water line whose diameter is 1” or greater, “excess water charges” don’t begin to accrue until you’ve used many *thousands of gallons more!* This is because the formula “for all water use greater than 20,000 gallons (is 20,000 gallons) X CAF” [Capacity Adjustment Factor (“CAF”)].

So to make my point, let’s take a commercial customer with a 2” water line. Since his/her/its CAF is 5.33⁸, “excess water charges” don’t begin to apply until the customer has used a whopping 106,600 gallons of water within a billing period! Or take a commercial customer with a 6” water line. Since his/her/its CAF is 33.33⁸, “excess water charges” don’t begin to apply until the customer has used a mind boggling 666,600 gallons of water within a billing period! Simply stated, although commercial customers may be paying more than residential customers in “fixed charges”⁹ (because every customer needs to pay his/her/its fair share of these costs based upon the “ready to serve” demands he/she/it places upon the public’s water and sewer systems), as a result (or perhaps as an unintended consequence) they more than make up the cost differential compared to the residential customer by in essence exempting themselves from paying very expensive “excess water charges.” This makes no sense, especially if your stated purpose is to “conserve water.”

Other Providers of Public Water Charge Every User “Excess Water Charges:” Not that it is a relevant comparison¹⁰, but staff is quick to compare our water rates to the competition in general, and Tahoe City Public Utility District (“TCPUD”) in particular¹¹, to make the inference our rates are lower. So let’s look at TCPUD’s current public water rate schedules¹² to see if this inference is accurate insofar as “excess water charges” are concerned. I have created a spreadsheet (below) which summarizes the difference between residential and commercial water rates:

⁸ See the CAF “Service Size for Billing Purposes” at pages 106 and 108 of the Board packet.

⁹ What staff labels at page 62 of the Board packet as “ready to serve costs.” The “costs...incurred to staff, operate and maintain our system(s) prior to delivering any water or treating any wastewater from our customers...The...regulatory requirement for minimum staffing to be prepared to provide service, a certain amount of supplies...that are needed to be ready to serve and...electrical and gas charges to our facilities so that they can be ready to serve.”

¹⁰ Because amongst other reasons, State and local requirements are so different.

¹¹ See pages 70 and 92-93 of the Board packet.

¹² I have attached copies of the TCPUD’s residential *and* commercial water rate schedules as Exhibit “B” to this written statement (go to <http://www.tahoecitypud.com/download/general/ord%20281.pdf> to see these schedules).

Comparison of TCPUD Residential and Commercial Water Consumption Rates				
Description	Residential ¹³	Commercial ¹³	Difference ¹³	Commercial Surcharge
Tier 1 (0-8,000)	\$ 1.91	\$ 5.63	\$ 3.72	195%
Tier 2 (8,001-20,000)	\$ 2.61	\$ 5.73	\$ 3.12	112%
Tier 3 (20,001-40,000)	\$ 3.88		\$ 1.85	48%
Tier 4 (40,000 and above)	\$ 8.25		(\$ 2.52)	-44%

As the Board can see, not only do commercial water users pay higher “variable” water costs (up until 40,000 gallons of use within a monthly billing period), but *all customer classes pay higher rates based upon the excess water they use!* Why then not IVGID’s commercial customers?

If we’re going to pay more than “lip service” to the notion that all users should “*pay for the demands they (actually) place on the public’s water and sewer systems,*” **staff needs to be instructed that the formula for assessing “excess water charges” must be massively overhauled to equally apply based upon use, irrespective of the diameter of a customer’s water line.**

IVGID’s “Public Service Recreation Exemption:” ¶2.40 of the Water Ordinance² exempts “accounts (from)...excess water charges...where the primary irrigation water use is for outdoor parks and recreation *accessible to the public*¹⁴.” Exemptees specifically “include parks and recreation facilities, golf courses, snowmaking (i.e., essentially *everything* IVGID does), and school playgrounds and fields¹⁵,” and may very well extend to the Hyatt’s public beaches and pier. I submit that this classification in excess water rates is patently unfair. After all, hasn’t staff represented that every user is allegedly paying his/her/its fair share of the actual water he/she/it uses? I submit that you don’t need to be a Public Works professional to know that it costs more to construct a water system which has the capacity to pump, treat and deliver over 40 Million gallons of water to a single user when it is “ready to use” this amount of water, compared to the cost to pump, treat and deliver but 4,500 gallons or less⁶ of water per month to the median residential customer. Thus if we’re going to pay more than “lip service” to the notion that all users should “*pay for the demands they (actually) place on the public’s water and sewer systems,*” **staff needs to be instructed that the “Public Service Recreation Exemption” needs to be eliminated.**

¹³ Signifies monthly water consumption rates per 1,000 gallons.

¹⁴ Note that IVGID extends the Public Service Recreation exemption to water usage consumed at the beaches even though they are *not* “accessible to the public.”

¹⁵ Including private schools such as Lake Tahoe School and colleges such as Sierra Nevada College which charge tuition.

IVGID's Selective Assessment of Administrative Charges: Page 57 of the current fiscal year's budget¹⁶ reveals that there are 8,995 "equivalent dwelling units"/other parcels ("EDUs") receiving water services, and 8,502 EDUs receiving sewer services. Yet only 4,243 EDUs are paying water administration charges, and only 4,154 EDUs are paying sewer administration charges¹⁴ notwithstanding that at page 61 of the Board packet, we are told that administrative charges pay for "customer service, legal, lobbying, central services and other utility wide expenses" which benefit *all* utility customers. Why then is it that only 50% or less of our utility customers are paying their fair share of our basic administrative costs?

If we're going to pay more than "lip service" to the notion that all users should "*pay for the demands they (actually) place on the public's water and sewer systems,*" **staff needs to be instructed that the way in which they allocate water and sewer administration charges needs to be massively overhauled.**

IVGID's Selective Assessment of "Defensible Space" Charges: Without being able to examine the bills IVGID sends to service addresses consisting of multiple units, the public is left to speculate that the only properties assessed the Utility Fund's portion of defensible space charges¹⁷ are those 4,243 which actually receive water bills¹⁸. Because *every* parcel within IVGID's boundaries, even those *not* receiving a water bill¹⁹, realizes the same alleged benefit defensible space delivers, if only 4,243 of them are paying the Utility Fund's portion of defensible space charges, then **staff needs to be instructed that the way in which they allocate "defensible space" charges needs to be massively overhauled.**

The Lack of Any Standby Service Charge for Properties Not Connected to the Public's Water and Sewer Systems: As previously stated, page 61 of the Board packet instructs that administrative

¹⁶ See [https://www.yourtahooplace.com/uploads/pdf-ivgid/2014-2015_Operating_Budget_\(194_Pages\)_rev_9-18-14.pdf](https://www.yourtahooplace.com/uploads/pdf-ivgid/2014-2015_Operating_Budget_(194_Pages)_rev_9-18-14.pdf).

¹⁷ Because there are several hundred additional unimproved parcels within IVGID's boundaries which are not indirectly receiving water and/or sewer services through a multi-unit source with a single service address, for the same reasons they too should be charged the Utility Fund's portion of defensible space costs.

¹⁸ If it turns out all 8,995 EDUs are being charged for the Utility Fund's portion of defensible space (which cannot be the case because if it were, the global number would be in excess of \$100K annually. Given page 59 of the Budget states that only \$100K of utility revenues are being used for defensible space, this is further evidence that *not* all EDUs are being charged their fair share for defensible space), then this is evidence IVGID could do the exact same thing insofar as administrative charges are concerned.

¹⁹ In the past staff has represented that there are slightly less than 250 unimproved parcels within IVGID's boundaries which neither receive water or sewer services.

charges pay for “customer service, legal, lobbying, central services and other utility wide expenses” provided to every utility customer. Since these costs are incurred whether or not a property is receiving water or sewer services¹⁷, and they’re not recouped when a property not connected to the public’s water or sewer system eventually connects and is only then charged a connection fee (see Exhibit “A” which is attached to this written statement), it is neither fair nor equitable for the properties to *not* pay something for the “availability” to connect to and use these systems. That something is called a “standby service charge” which the Board should be very familiar with because this is what it calls the RFF and the BFF. Take a look at the TCPUD’s sewer rates²⁰. I have placed an asterisk next to its “standby sewer service” charge of \$7.56/month.

If we’re going to pay more than “lip service” to the notion that all users should “*pay for the demands they (actually) place on the public’s water and sewer systems,*” **staff needs to be instructed to initiate water and sewer standby service charges, at a minimum, tied to administrative costs.**

Staff’s Suggestion That IVGID’s Monthly Water and Sewer Rates are Fair and Equitable

Because They Are Allegedly Lower Than Anyone Else: other than South Tahoe PUD is misleading. We see this suggestion at pages 70 and 92-93 of the Board packet. But like everything else staff tells the public, one needs to listen to every word staff speaks very carefully, and slowly, in order to clearly understand what is really being said. And here’s another example.

Page 92 of the Board packet purports to represent a combined IVGID water and sewer bill comparison to all of our competitors including TCPUD. But read the top of the page. This comparison is *only* valid for the average (rather than median) *SFR user*. What about the median commercial user? What about the commercial user like Diamond Peak or Championship Golf which each use in excess of 40 MILLION GALLONS of water seasonally? And what about the commercial user like IVGID which doesn’t pay property tax²¹?

I’ve already demonstrated that when it comes to water consumption rates¹², ***the overwhelming majority commercial customers (those using more than 8,000 gallons/month) are paying three times the rate paid by the median residential customer in the TCPUD!*** Let’s again look at the TCPUD’s sewer rates²¹. Let’s assume you’re a commercial hotel or motel. TCPUD charges \$15.63/month for each hotel or motel room without a kitchen, and \$16.66/month for each hotel or motel room with a kitchen. So if I’m the Hyatt Hotel with 488 hotel rooms, my monthly sewer bill (assuming none of my hotel rooms has a kitchen/kitchenette) if I were located within the TCPUD’s boundaries would be

²⁰ I have attached copies of the TCPUD’s residential *and* commercial sewer rate schedule as Exhibit “C” to this written statement (go to <http://www.tahoecitypud.com/download/general/ord282.pdf> to see this schedule).

²¹ I have placed an asterisk on Exhibit “C” next to the portion where the TCPUD charges these users a \$28.00/month *surcharge*.

\$7,627²². Now IVGID won't share the Hyatt Hotel's water and sewer billings but does anyone really believe the Hyatt is paying 200 or more times what the typical SFR property owner is paying?

If we're going to pay more than "lip service" to the notion that all users should "*pay for the demands they (actually) place on the public's water and sewer systems,*" **staff needs to be instructed to initiate water and sewer service charges which make commercial users pay their fair share.**

Excessive Annual Backflow Prevention Device Testing Charges: Although staff's *allocation* of backflow prevention device testing charges is not *UNfair* nor *Inequitable per se*, because the amounts it charges *IS UNfair and Inequitable*, I call this charge out as another one requiring overhaul.

¶16.02(D) of the Water Ordinance² defines a backflow prevention device as one which "prevent(s) backflow" into the public's water system. ¶16.03(A)(3) of the Water Ordinance² mandates that "an approved backflow preventer...be installed on each service line to a customer's water system" as well as on other designated lines²³ which can result in backflow into the public's water system. ¶4.04 of the Water Ordinance² declares that "all existing residential, commercial, industrial, and irrigation services are subject to (annual²³) inspection for proper operation of backflow prevention, cross-connection control and pressure regulating devices." I have no issue with any of this. However, ¶16.03(E) of the Water Ordinance² declares that there shall be a charge assessed "for backflow testing/repairs performed (annually²⁴) by the District...in accordance with Exhibit C." Since the Board packet does not include a copy of said Exhibit "C," I have attached one from the current Water Ordinance² to this written statement, and I have previously marked it as Exhibit "A." Note where I have placed an asterisk next to the \$60/device backflow inspection charge.

According to Tim Buxton (Public Works' Backflow Compliance/Inspection Supervisor), there are approximately 3,000 backflow prevention devices installed within IVGID's boundaries (in comparison to 8,995 EDUs [and remember, a good number of service addresses have multiple backflow prevention devices]); in all likelihood less than ½ of all parcels. According to Tim some are very easy to inspect, and some (especially those electronically connected to sprinkler suppression systems) are not. Yet all are subject to the same per device inspection charge. I submit this is not fair. If we're truly going to adopt staff's "pay for what you use" mantra, backflow prevention device inspection fees should be based upon the time actually expended. Given there are a number of private certified testers who charge considerably less than \$60 for testing each backflow prevention device, and presumably, they're operating at a profit, why charge users \$60 for testing each device (potentially up to four or even more \$60 charges on a single testing visit) when this sum exceeds staff's actual costs in the majority of cases and as a public utility, IVGID cannot make a profit on the public utility services it delivers? What's happening is that those property owners who have backflow prevention devices

²² 200 or more (based upon kitchenettes) times what the SFR owner pays.

²³ Such as those for hydronic space heating, fire suppressing sprinklers, outdoor landscape irrigation, etc.

²⁴ See ¶16.03(D)(1) of the Water Ordinance².

which are easily accessible and testable are subsidizing the testing costs for those whose devices whose testing is more complicated.

If we're going to pay more than "lip service" to the notion that staff's assessment of backflow prevention device testing is equitable to all users, ***staff needs to be instructed that the way in which they assess backflow prevention device testing charges needs to be massively overhauled.***

And Isn't it Time Staff STOPS Patting Themselves on the Back for Past Federal Funding Which Has Allegedly Saved Each Residential (as Opposed to EVERY) User Some \$2,067? At pages 68 and 94 of the Board packet staff highlights how over the last eleven years it has received \$15.5 Million of §595 Federal sewer line replacement and \$3.1 Million of water hydrant (as contrasted with water supply) funding which has purportedly reduced the amounts rate payers would otherwise have to have paid by some \$2,067. That's fine and the public should and does expect that its professional staff diligently works to secure such funding, whenever possible.

But let's call "a-spade-a-spade." IVGID hasn't received any §595 federal funding in going on five years now. All on the Board know that the program has dried up and although IVGID has been investigating alternative sources of grant funding, to date, none has materialized. Moreover, as staff admits at pages 62-63 of the Board packet, "the availability of these funds appears unlikely." And insofar as the \$3.1 Million in "water infrastructure" funding IVGID has received, all on the Board know it had *nothing* to do with delivering *drinking* water. Rather, it was provided to upgrade the community's fire suppression (i.e., hydrants) system. *So why does staff continue to regurgitate its receipt of these two sets of federal grants?* This isn't a public relations agenda item. It's a utility RATE STUDY. And as such, the bigger question should be what you do for rate payers *in the future* rather than the past!

Conclusion: For as long as my wife and I have lived in Incline Village (going on eight years now) the *unfair* and *inequitable* assessment of the charges I have highlighted in this written statement have been blindly "rubber stamped" and reaffirmed by past IVGID Boards. I submit that massive overhaul is long overdue. The proposals I have made to make staff's allocation of water and sewer system expenses are more fair and equitable across the board yet cost the district nothing. They extend relief long overdue to IVGID's *REAL* customers; we residential property owners. They also send the message that now everyone will be paying his/her/its fair share of the public's water and sewer systems costs going a long way towards addressing the mistrust the public harbors.

Moreover, I predict that if the Board were to incorporate the changes I represent, substantial new revenue would be created *without* modifying our basic rate structure which could then be used to accelerate the accumulation of reserves necessary to fund the remainder of our looming \$23 Million of expenses associated to the effluent export pipeline project²⁵.

²⁵ See page 62 of the Board packet.

And You Wonder Why Our Residential Utility Rates, Tolls and Charges Are *UN*necessarily *UN*fair and *IN*equitable? I've now provided more answers.

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

EXHIBIT "A"



EXHIBIT C
Miscellaneous Fee Schedule

Backflow Inspections	\$60 each device, up to 1 hour. \$60 each additional labor hour. Repair parts at cost.	
Inspections	\$85/hour.	
Meter Charges	1" Meter	\$330
	1-1/2" Meter	\$500
	2" Meter	\$610
Plan Checking	\$85/hour.	
Service Calls	\$40 per half hour (half hour minimum) with equipment billed at cost.	
Tampering with equipment	\$100 minimum. Will include cost of repair or replacement of equipment, if required.	
Administrative charge for checks or electronic fund transfers not honored by bank	\$25	
Violation of air-gap requirement on water truck or other equipment	\$500	
Bulk Water for Construction	\$1.28/1000 gallons	
Water Waste Penalty	\$100	
Posting Service Charge	\$20/each	
Mainline Tapping if performed by IVGID	Cost plus 15%	

EXHIBIT “B”

Tahoe City Public Utility District
Residential Water Connection Fees & Service Charges
Effective January 1, 2015
Ordinance No. 281, Exhibit "A-1"

Residential CONSUMPTION Rate Schedule						
Rate Code Monthly	Monthly Water Consumption Charges Per 1,000 Gallons <i>(Add to Residential Water Base Rate Below)</i>	Monthly Water Consumption Per 1,000 gallons				
		2015	2016	2017	2018	2019
Added to applicable Residential	Tier 1 0 - 8,000 gallons	\$1.91	\$2.09	\$2.29	\$2.48	\$2.68
	Tier 2 8,001 - 20,000	\$2.61	\$2.87	\$3.15	\$3.38	\$3.64
	Tier 3 20,001 - 40,000	\$3.88	\$4.27	\$4.61	\$4.93	\$5.32
Rate code	Tier 4 40,001 and above	\$8.25	\$8.25	\$8.25	\$8.25	\$8.25

Residential Water BASE Rate Schedule						
(To determine water bill select the water base rate that applies to you + consumption from above)						
Rate Code Monthly	Standard base rate by meter size	Water Connection Fee	Monthly Water Charges plus consumption			
			2015	2016	2017	2018
150	3/4"	\$2,500	\$59.00	\$62.50	\$66.25	\$70.25
151	1"	\$3,000	\$89.00	\$94.25	\$100.00	\$106.00
152	1 1/4"	\$4,500	\$114.75	\$121.75	\$129.00	\$136.75
153	1 1/2"	\$6,000	\$136.25	\$144.50	\$153.25	\$162.50
154	2"	\$9,600	\$183.50	\$194.50	\$206.25	\$218.75
155	3"	\$21,000	\$277.75	\$294.50	\$312.25	\$331.00
156	4"	As determined	\$365.75	\$387.75	\$411.00	\$435.75
157	6"	As determined	\$549.25	\$582.25	\$617.25	\$654.25
TBD	Unmetered Rate (base rate + [annualized consumption x consumption rate/1,000])		\$77.42	\$82.69	\$88.39	\$94.14
OR						
Rate Code Monthly	Combined Fire Service (CFS) base rate by meter size	Water Connection Fee	Monthly Water Charges plus consumption			
			2015	2016	2017	2018
TBD	CFS - 3/4"	\$2,500	\$81.25	\$86.10	\$91.25	\$96.75
TBD	CFS - 1"	\$3,000	\$88.70	\$94.00	\$99.65	\$105.65
TBD	CFS - 1.5"	\$6,000	\$133.50	\$141.40	\$150.00	\$159.00
TBD	CFS - 2"	\$9,600	\$148.35	\$157.15	\$166.65	\$176.65
TBD	>2"	As determined				

Private Fire Protection and / or Private Fire Hydrant BASE Rate Schedule						
(Only applies to customers with an approved private fire protection service or a private fire hydrant) (If applicable, add to standard base rate)						
Rate Code Monthly	Water Connection Fee	Monthly Water Charges plus consumption				
		2015	2016	2017	2018	2019
TBD	Private Fire Protection ¹ (per inch diameter)	As determined	\$29.70	\$31.50	\$33.40	\$35.40
TBD	Private Fire Hydrant (per inch diameter)	As determined	\$29.70	\$31.50	\$33.40	\$35.40

¹ Add to Standard Base Rate where fire protection service provided by separate service line. Not to be added to Combined Fire Service Base Rate.

Tahoe City Public Utility District
 Commercial Water Connection Fees & Service Charges
 Effective January 1, 2015
 Ordinance No. 281, Exhibit "A-2"

Commercial CONSUMPTION Rate Schedule							
Rate Code Monthly	Monthly Water Consumption Charges Per 1,000 Gallons <i>(Add to Commercial Water Base Rate Below)</i>		Monthly Water Consumption Per 1,000 gallons				
			2015	2016	2017	2018	2019
Added to applicable	Tier 1 0 - 8,000 gallons		\$5.63	\$5.81	\$5.99	\$6.35	\$6.74
	Tier 2 8,001 - 20,000		\$5.73	\$5.86	\$5.99	\$6.35	\$6.74
Comm Code	Temporary Water Usage Charge (Hydrant meter)		\$5.73	\$5.86	\$5.99	\$6.35	\$6.74

Commercial Water BASE Rate Schedule							
(To determine water bill select the water base rate that applies to you + consumption from above)							
Rate Code Monthly	Standard base rate by meter size	Water Connection Fee	Monthly Water Charges plus consumption				
			2015	2016	2017	2018	2019
121	3/4"	\$2,500	\$71.00	\$75.25	\$79.75	\$84.50	\$89.50
122	1"	\$3,000	113.50	120.25	127.50	135.25	143.25
123	1 1/4"	\$4,500	137.75	146.00	154.75	164.00	173.75
124	1 1/2"	\$6,000	165.25	175.25	185.75	197.00	208.75
125	2"	\$9,600	221.50	234.75	248.75	263.75	279.50
126	2 1/2"	As determined	276.75	293.25	310.75	329.50	349.25
127	3"	\$21,000	331.75	351.75	372.75	395.00	418.75
128	4"	As determined	438.75	465.00	493.00	522.50	553.75
129	6"	As determined	657.25	696.75	738.50	782.75	829.75
130	8"	As determined	879.75	932.50	988.50	1,047.75	1,110.50
OR							
Rate Code Monthly	Combined Fire Service (CFS) base rate by meter size	Water Connection Fee	Monthly Water Charges plus consumption				
			2015	2016	2017	2018	2019
TBD	CFS - 3/4"	\$2,500	\$93.25	\$98.85	\$104.75	\$111.00	\$117.60
TBD	CFS - 1"	\$3,000	\$100.70	\$106.75	\$113.15	\$119.90	\$127.00
TBD	CFS - 1.5"	\$6,000	\$158.00	\$167.40	\$177.50	\$188.25	\$199.45
TBD	CFS - 2"	\$9,600	\$172.85	\$183.15	\$194.15	\$205.90	\$218.15
TBD	>2"	As determined					

Private Fire Protection and / or Private Fire Hydrant BASE Rate Schedule							
(Only applies to customers with an approved private fire protection service on a private fire hydrant)							
(if applicable, add to standard base rate)							
Rate Code Monthly		Water Connection Fee	Monthly Water Charges plus consumption				
			2015	2016	2017	2018	2019
TBD	Private Fire Protection ¹ (per inch diameter)	As determined	\$29.70	\$31.50	\$33.40	\$35.40	\$37.50
TBD	Private Fire Hydrant (per inch diameter)	As determined	\$29.70	\$31.50	\$33.40	\$35.40	\$37.50

¹ Add to Standard Base Rate where fire protection service provided by separate service line. Not to be added to Combined Fire Service Base Rate.

Supplemental Infrastructure Fee							
(Commercial customers who do not pay property tax to TCPUD add to Base Rate)							
Rate Code Monthly	Supplemental Infrastructure Fee:	Water	Monthly Water Charges plus consumption				
			2015	2016	2017	2018	2019
TBD		Water	\$28.00	\$28.00	\$28.00	\$28.00	\$28.00

EXHIBIT "C"

Residential Sewer Rate Schedule			Unit Description	Connection Fee	Monthly Sewer Charges				
Rate Code / Rate Code ¹	Monthly / Quarterly	Sewer Connection Description			2015	2016	2017	2018	2019
201 / 301	Residential	Dwelling Unit	\$1,000.00	\$38.41	\$40.60	\$42.92	\$45.36	\$47.93	

¹ W/O District Water Billing (multiply monthly base rate by 3 for quarterly billing)

Commercial Sewer Rate Schedule			Unit Description	Connection Fee	Monthly Sewer Charges				
Rate Code / Rate Code ¹	Monthly / Quarterly	Sewer Connection Description			2015	2016	2017	2018	2019
204 / 304	Motel w/o kitchen	Motel Unit	\$395.00	\$15.63	\$16.52	\$17.46	\$18.46	\$19.50	
205 / 305	Motel w/kitchen	Motel Unit	\$435.00	\$16.66	\$17.61	\$18.61	\$19.67	\$20.79	
206 / 306	Seating - per 1/2 seat	Per Seat	\$25.00	\$1.07	\$1.13	\$1.20	\$1.26	\$1.33	
207 / 307	Seating - per seat	Per Seat	\$50.00	\$2.14	\$2.26	\$2.39	\$2.53	\$2.66	
211 / 311	Laundry - per machine	Per Machine	\$200.00	\$7.81	\$8.26	\$8.73	\$9.22	\$9.75	
212 / 312	Hotel w/kitchen	Motel Unit	\$395.00	\$15.63	\$16.52	\$17.46	\$18.46	\$19.50	
213 / 313	Hotel w/o kitchen	Each	\$250.00	\$9.86	\$10.42	\$11.02	\$11.64	\$12.30	
215 / 315	Campsite w/sewer	Each	\$490.00	\$19.37	\$20.47	\$21.64	\$22.87	\$24.17	
216 / 316	Campsite w/o sewer	Each	\$435.00	\$16.66	\$17.61	\$18.61	\$19.67	\$20.78	
220 / 320	Snackbar	Each	\$1,475.00	\$57.73	\$61.02	\$64.50	\$68.18	\$72.03	
221 / 321	Service Station	Each	\$1,475.00	\$57.73	\$61.02	\$64.50	\$68.18	\$72.03	
222 / 322	Beauty/Barber Shop (per chair)	Each chair, Min, 2 Chairs	\$980.00	\$20.81	\$22.00	\$23.25	\$24.58	\$25.97	
223 / 323	Theater	Each	\$2,945.00	\$115.40	\$121.98	\$128.93	\$136.28	\$144.01	
224 / 324	Boat Pump	Each	\$1,475.00	\$57.73	\$61.02	\$64.50	\$68.18	\$72.03	
225 / 325	Standby Sewer Service	n/a	n/a	\$7.56	\$7.99	\$8.45	\$8.93	\$9.43	
226 / 326	Food Service Estab Lic	n/a	n/a	\$25.58	\$27.04	\$28.58	\$30.21	\$31.95	
230 / 330	Backwash (per filter)	Per Filter	\$440.00	\$19.37	\$20.47	\$21.64	\$22.87	\$24.17	
235 / 335	Unclassified Sewer	As Determined	As Determined	Calc	Calc	Calc	Calc	Calc	
236 / 336	Unclassified Sewer - w/o Kitchen	As Determined	As Determined	Calc	Calc	Calc	Calc	Calc	
Rate Code / Rate Code ¹	Monthly / Quarterly	All other Commercial on Professional Buildings, including Churches	Sewer Units PLUS Square Footage		2015	2016	2017	2018	2019
240 / 340	5 Sewer unit (1-10 Fixtures)	Each	\$500.00	\$19.37	\$20.47	\$21.64	\$22.87	\$24.17	
241 / 341	1.0 Sewer unit (11-20 Fixtures)	Each	\$1,000.00	\$38.41	\$40.60	\$42.91	\$45.36	\$47.93	
270 / 370	Commercial Non-Restaurant <1,000 sq ft	Each	\$1,000.00	\$38.41	\$40.60	\$42.91	\$45.36	\$47.93	
271 / 371	Commercial Non-Restaurant >1,000 sq ft	Each	\$500.00	\$19.37	\$20.47	\$21.64	\$22.87	\$24.17	
299 / 399	Pro-Rated Sewer Charge			\$1.05	\$1.11	\$1.17	\$1.24	\$1.31	

¹ W/O District Water Billing (multiply monthly base rate by 3 for quarterly billing)

Supplemental Infrastructure Fee			Monthly Sewer Charges				
(Commercial customers who do not pay property tax to TCPUD add to Base Rate)			2015	2016	2017	2018	2019
TBD	TBD	Sewer	\$7.00	\$7.00	\$7.00	\$7.00	\$7.00

¹ W/O District Water Billing (multiply monthly base rate by 3 for quarterly billing)

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
FEBRUARY 25, 2015 REGULAR IVGID BOARD MEETING – AGENDA ITEM
J(1) – PROPOSED REVISIONS TO IVGID’S PUBLIC COMMENTS POLICY**

Introduction: Here without explanation, *and at the instance of IVGID’s counsel rather than a Board member*, changes are proposed to our public comments policy which are intended to stifle public comment. The purpose of this written statement is to voice my objections.

On June 26, 2013 Former Board Chairperson Joe Wolfe Made the Same Proposal Mr. Menchetti Currently Makes: and based upon public objection, the proposal was rejected. *So why is it again before the Board?*

This Morning I Made the Board Aware of These Facts by Way of E-mail¹: *So why is this matter again before the Board?*

Policy No. 3.1.0.10 as it Currently Exists² Reads as Follows:

“Comments shall be solicited from the public on each item scheduled for consideration by the Board.”

Policy No. 3.1.0.10 as Proposed³ Will Take Away This Right and Instead Allow the Board as a Whole to Either Allow or Not Allow Comments on Each Item Scheduled for Board Consideration Based Upon Subject Matter and Speaker: a very dangerous road to go down.

The Danger of Adopting the Proposed Changes Mr. Menchetti Suggests: Simply stated, the Board will be stifling public comment. What will happen is that there will be but one period for public comment *before* the Board considers and adopts *all* matters on its agenda for possible action, and *that’s it!* True, there will be a second period of public comment at the end of the agenda (*as there is now*), but by then *all* proposed action on the agenda will have taken place and it will be a *fait accompli*.

The Second Sentence of Policy No. 3.1.0.17 Should be Rescinded: Policy No. 3.1.0.17 reads as follows⁴:

¹ I have attached a copy of this e-mail as Exhibit “A” to this written statement.

² See page 15 of the packet of materials supplied by staff in anticipation of this regular meeting [“the Board packet” (see https://www.yourtahooplace.com/uploads/pdf-ivgid/BOT-Regular_Packet_2-25-2015.pdf)].

³ See pages 8-9 of the Board packet.

⁴ See page 18 of the Board packet.

"Positions on (State) legislative issues...shall be reviewed and approved by the Board at its regular meeting(s). In the event a position on a (State) Legislative issue must be established prior to the next regular Board meeting, the General Manager is hereby authorized to adopt a position on IVGID's behalf."

On January 31, 2015 I sent the Board an e-mail requesting rescission of the second paragraph of this Policy⁵. I reaffirm he request.

Conclusion: If the Board wants to stifle public input and become even more of a "rubber stamp" for staff than it is today, then adopting the proposed changes is a good idea⁶. However if it wants to be more transparent and encourage public participation insofar as IVGID's affairs are concerned, the proposed changes *are a very bad idea!*

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

⁵ See page 207 of the Board packet.

⁶ Why not simply place all matters for possible action on the consent calendar, where it can be approved *en masse* with a single vote, and *without* public discussion of each agenda action item.

EXHIBIT "A"

Tonight's Agenda Item J(1) - Revisions to Policy 3.1.0 to Eliminate Public Comment Before Taking Board Action on Any General Business Item in Addition to Once at the Beginning and End of a Public Meeting

From: s4s@ix.netcom.com
To: jimsmith@ivgid.org
Cc: jimhammerel@ivgid.org, billdevine@ivgid.org, Callicrate Tim <tim2tahoe@msn.com>, "kendrawong@gmail.com" <kendrawong@gmail.com>, Herron Susan <Susan_Herron@ivgid.org>, Pinkerton Steve <sjp@ivgid.org>, "Steve J. Pinkerton" <steve_pinkerton@ivgid.org>
Subject: Tonight's Agenda Item J(1) - Revisions to Policy 3.1.0 to Eliminate Public Comment Before Taking Board Action on Any General Business Item in Addition to Once at the Beginning and End of a Public Meeting
Date: Feb 25, 2015 8:47 AM

Dear Chairperson Smith and Other Honorable Members of the IVGID Board:

I write to you concerning the above-matter on tonight's Board meeting agenda.

Some of you may not recall but former Chairperson Joe Wolfe attempted to force this same matter down the immediate past Board's collective throat at its regular meeting of June 26, 2013 (Agenda Item G3). At that time there was an outpouring of public opposition and as a result, it refused to adopt these changes. If any of you don't believe me, why don't you ask Susan to provide you with Mr. Wolfe's June 14, 2013 Memorandum in support of this former agenda item, as well as the minutes of that meeting which were approved at the Board's July 31, 2013 meeting.

So now the same matter is before a different Board. Mr. Menchetti would tell you this is called "forum shopping." In other words, if some on the Board or staff have an agenda and can't get it approved by the then Board, keep bringing it back again and again until you have a different Board which you can convince to vote otherwise.

For all the reasons the immediate past Board rejected this attempt to stifle public comment (which is exactly what it is), I ask the current Board to do the same insofar as this portion of the proposed Policy 3.1.0 amendment is concerned. As I've said many times before, the problem's NOT that I and others submit public comment on most general business matters. The problem is staff and the Board itself. Because most general business matters involve the wasteful expenditure of our Rec Fee (in fact, former Trustee Chuck Weinberger has commented at several public meetings that essentially everything the Board does involves the expenditure of local property owners' Rec Fee subsidy), most public comment involves criticism of staff's and the Board's overspending. So if the Board wants to eliminate the criticism, the solution is simple: STOP OVER SPENDING AND WASTING THE REC FEE MANY OF US OBJECT TO INVOLUNTARILY PAYING (what Trustees Smith and Hammerel represented they would do if elected).

Let me remind the Board that two years ago the former Board went through the comprehensive exercise of directing staff to come back with budgets which comported with Board members' views as to how the public's recreational facilities should perform financially. In no uncertain terms the Board almost unanimously instructed staff that but for parks and possibly the Rec Center, every other one of our recreational facilities should financially operate either at a break even or on a positive cash flow basis INCLUDING ALL EXPENSES SPECIFICALLY INCLUDING DEBT SERVICE AND CAPITAL IMPROVEMENTS/PERSONAL PROPERTY REPLACEMENTS. And how did staff respond to the former Board's "policy" direction?

They basically snubbed their collective noses at the Board, refused to make substantive modifications to its wasteful spending and presented budgets which continued to require nearly \$7M of yearly Rec Fee subsidies to cover the difference between recreational revenues and expenditures system wide. And rather than holding staff's collective feet to the fire, when it came to passing budgets, our past Board retreated from its financial directive to staff and "rubber stamped" the yearly loss. Had the past Board even attempted to do what it directed staff to do, I and others would have praised it for at least trying. And this Board wonders why I and others are critical?

If the Board wants to eliminate public criticism all it need do is stick to its past directive guns and compel staff to

operate each of the public's recreational facilities on a break even or positive cash flow basis INCLUDING ALL EXPENSES INCLUDING DEBT SERVICE AND CAPITAL IMPROVEMENTS/PERSONAL PROPERTY REPLACEMENTS. It's that simple. If that means eliminating secret bonuses, then so be it. If that means reducing the Rec Fee when bond servicing costs which have been included are no longer necessary because those bonds have been retired, then so be it. If that means eliminating wasteful staff positions like Director of Parks and Recreation, then so be it. If that means closing Diamond Peak when the operational costs to keep it open exceed the revenues it can generate, then so be it. If that means eliminating our marketing department because our recreational facilities are and should be for local property owners' rather than the world's tourists' use, then so be it. It's that simple!

Thank you for your consideration. Please do the right thing! Aaron Katz

IVGID BOARD MEETING HELD WEDNESDAY FEBRUARY 25, 2015 6:30 P.M. AT THE CHATEAU

GENERAL BUSINESS ITEM J¹: Conduct Meetings once a month:

J1

I think the Board is making a terrible mistake curtailing business meetings to only once a month. There is a great deal of business needed to be conducted on behalf of this district. BY POSTPONING DISCUSSIONS AND DECISIONS YOU WEAKEN THE OPERATION OF THIS DISTRICT. By having to call emergency meetings if a crisis arises, YOU create the impression that the district's management doesn't know what is happening and is operating as a reactive agent as opposed to a proactive agent that has a handle on district concerns. EMERGENCY MEETINGS MAKE YOU LOOK LIKE BUSH LEAGUERS. Board working sessions do not serve to replace a General Meeting where business is conducted. If you need time for board working sessions, perhaps you should SCHEDULE PRE GENERAL MEETINGS, instead of having a MEET AND GREET time. It would seem a better use of Board and staff time to have your work sessions scheduled before your general meetings so the community can see the BOARD AND STAFF WORKING AS A TEAM, see your personal style, your personal thinking and your opinions, rather than to allocate time to have a one on one social time. THAT'S TRANSPARENCY.

Thank you.

Bea Epstein 933 Fairway Park Drive Incline Village

Open Letter to the Board:

Dear Board of Trustees,

For the past four or five years I have tried to get the board to pay attention to what is happening in "The Village". I have had some success in getting some board members to at least pay attention to what staff has been doing behind closed doors. Most of which is not in the best interest of those paying the bills. The parcel owners get stuck with all the bills to operate the various recreational venues. SEVEN MILLION dollars in losses each year all covered by our recreation fee.

I recently ask the board to help me get some public records which staff refused to supply. I have engaged Marsha Berkbigler our county commissioner to ask for those same records.

This is the email response from Marsha Berkbigler, "I spoke with Susan and she indicated that bonus information is always kept as part of personal files and not released to the public except for the GM's bonus which is part of his contract and I'm guessing must be voted on at an open board meeting".

I'm taking a vacation and am in Palm Springs right now. I'll speak with Jim Smith who is the board member I generally speak with when I return".

I was able to find on-line through the Center for Justice, Nevada Policy Research Institute had filed formal charges against Incline Village General Improvement District for the very information I seek, and under threats of lawsuits the "Public Salary" information was released. Now, is it not strange this third party had to threaten a lawsuit and got the information they sought and I a citizen living in this community cannot get the same information. It seems the term "OTHER" is applied rather than "BONUS" when our financial guru Jerry Eick reports this information. This same information Susan deems to be private to any citizen living here, but public if you threaten a lawsuit. Transparency? I don't think so, and you board members should be ashamed, not one of you since the last board meeting has done anything to correct this public records farce! But why won't Ms. Herron release the information? Well now we know why,

Here is the damning information which I was able to extract, not from IVGID, but from the NRPI website:

Incline Village General Improvement District employees received over \$800,000.00 dollars of recreation fee money as "Bonus" money over the last year and as much as 2.4 million dollars over the last three years. Which translates to a cost of 300.00 dollars per parcel owner over the three year period? Remember this expenditure was not approved by the board of Trustees, but by someone outside the view of the public and hidden when a member of the public ask for the documents. Even our county commissioner was told to get lost," it is private, secret information" according to Susan Herron. Really?

If I am wrong, and the amounts are not what I claim let's sit down with Mr. Eick and go over the numbers. But don't you dare claim I am wrong and offer nothing to substantiate your pat, hollow response.

I didn't move here to be lied to, to be funding others extreme lifestyles. If you told the owner of the Southwood Apts that he has paid over \$21,000.00 of his recreational fees to massive employee bonuses for the past 3 years, I think he might be a little pissed. I am pissed I have donated without my knowledge and permission over \$300 dollars for these employee bonuses! Paid to employees who can't do their jobs!

Ticked Ticked

Cheers
Frank Wright, Crystal Bay

**WRITTEN STATEMENT TO BE INCLUDED IN THE WRITTEN MINUTES OF THIS
FEBRUARY 25, 2015 REGULAR IVGID BOARD MEETING – AGENDA ITEM C
– PUBLIC COMMENT SECTION – MORE EVIDENCE THAT IVGID STAFF
EITHER LACKS COMPETENCE OR IS INTENTIONALLY DECEITFUL
IN ITS REPORTS TO THE BOARD AND THE PUBLIC**

Introduction: I keep telling the IVGID Board (“the Board”) that our number one problem insofar as the operation and reporting of those operations at all of the public’s recreational facilities is staff. Simply stated, at least insofar as senior management is concerned, in my opinion *they cannot be trusted!* Ed Guowitz complained at the Board’s most recent February 12, 2015 Special Meeting that he was tired of hearing the bashing of IVGID staff at public Board meetings. Well I have a message for Mr. Guowitz and others who are like minded. As long as senior management staff lack competence and/or are deceitful to the Board and the public, I intend to call them out and expose the truth. And if this is Mr. Guowitz’s definition of “bashing,” then so be it!

First the Scene Giving Rise to Staff Incompetence and/or Deceit: Recently venue managers have begun posting their monthly reports to the Board on line. For purposes of this written statement I am referring specifically to Brad Wilson’s February 13, 2015 “Ski” report for January, 2015¹. Let me share what Brad represents under ¶IV (“Financial Review”) of his report:

“The resort performed better than budget and better than last year with almost identical weather. Year-to-date the resort ended January ahead of budget and ***over \$1 million ahead of last year.***”

On the next page of Brad’s report he reiterates this “feel good” message:

“YTD Operating Income is \$112,147 ahead of budget and ***\$1,158,860 ahead of last year.***”

Now Let’s Examine the Truth: Recently IVGID has begun posting its monthly operating financials on line. For purposes of this written statement I reference those financials for the period ending January 31, 2015 in general², and those with respect to “Ski,” in particular. I have copied page 16 of “Diamond Peak(‘s)...Operating Income Statement for the Month and Year to Date Ending January 31, 2015,” and I have attached it as Exhibit “A” to this written statement. I have placed an asterisk on the page next to \$1,158,860; obviously the number Brad was referring when he made the statement attributed to him above.

¹ See https://www.yourtahooplace.com/uploads/pdf-ivgid/VSR_Ski_Jan2015.pdf.

² See https://www.yourtahooplace.com/uploads/pdf-ivgid/MFR_January_2015_With_Metrics_FINALv3.pdf.

Look at the “YTD Current” column (I have placed an arrow above this column). There you will see that staff have reported \$3,995,458 of “total operating revenues” and \$3,281,147 of “total operating expenses” leaving an alleged positive operating income of \$714,311 compared to *MINUS* \$444,549 last year (the difference between the two numbers is Brad Wilson’s \$1,158,860 number). But go back to the top of the column where I have placed another asterisk next to \$565,000 of “Facility Fees.” Ladies and gentlemen, this \$565,000 number has *NOTHING* to do with the operational revenues staff generates at Diamond Peak. Rather, it has *EVERYTHING* to do with IVGID’s version of “voodoo economics;” i.e., staff’s unilateral allocation of a portion of our involuntarily assessed Recreation Facility Fee (“the RFF”) *subsidy*. Once one removes the subsidy, as one should, he/she sees that instead of an alleged positive operating income of \$714,311, it is really a more sobering \$149,311³.

Moreover, take a look at the “prior year” column just to the left of the “YTD current” column. Do you see *any* RFF allocation for last year? *Of course not* which is why the number “\$0.00” has been inserted. In other words, \$565,000 of the \$1,158,860 “YTD operating revenue” Brad speaks of has *nothing* to do with Diamond Peak’s sales and fees revenue. It only exists in the current year because last year staff *wasn’t* deceitfully reporting *any* RFF allocation as it has only started doing this year⁴!

And moreover still, when did we start crediting allocated portions of the RFF to an enterprise accounting fund’s summary of sources and uses? Hasn’t staff been telling the public for years that our RFF primarily pays for debt service and capital improvements⁵ instead? If this representation is true, why exactly has staff assigned a very large percentage of the RFF to “operating revenue”⁴ which the reader can see intentionally *excludes* capital and debt service expenditures?

³ Please don’t get overly excited about this number because it is positive rather than negative. Given I have previously demonstrated [see pages 108-118 of the packet of materials prepared by staff in anticipation of the IVGID Board’s regular November 19, 2014 meeting (https://www.yourtahooplace.com/uploads/pdf-ivgid/BOT-Regular_Packet_11-19-2014.pdf)] that last year Diamond Peak racked up over \$2M of losses, being \$593,860 ahead of last year really means nothing more than that *we’re on target to lose only \$1.5 Million or more this year!*

⁴ Which raises the question: why all of a sudden is staff reporting the RFF *subsidy* as if it were operational revenue?

⁵ According to page 33 of the budget ([https://www.yourtahooplace.com/uploads/pdf-ivgid/2014-2015_Operating_Budget_\(194_Pages\)_rev_9-18-14.pdf](https://www.yourtahooplace.com/uploads/pdf-ivgid/2014-2015_Operating_Budget_(194_Pages)_rev_9-18-14.pdf)), “the (RFF) is...used for operations (current and for reserves), *capital purchases and debt service.*” According to page 3 of the latest “Comprehensive Annual (Audited) Financial Report” [“the CAFR” (see <https://www.yourtahooplace.com/uploads/pdf-ivgid/2014CAFReport.pdf>]), the RFF is allegedly the “major source for both capital expenditure and debt service for the Community Services Fund” which is the umbrella accounting fund staff has assigned for the “Ski” sub-fund. And according to page 75 of the CAFR (a copy of which is attached as Exhibit “B” to this written statement), insofar as Diamond Peak is concerned, 23.9% of the RFF (*all of which* represents debt service) subsidizes losses at this venue.

Either Brad Doesn't Understand Staff's Allegedly "Transparent" Financial Reporting, or He Does and His Regurgitation of "Operating Income" is Intentionally Deceitful: Either way, it is a very sad commentary on one of our highest paid (over \$10,000/month just in salary) public employees!

And Now That the Board and the Public Know the Truth, What Do We Do With Senior Management Public Employees Who Either Lack Competence or Intentionally Deceitful? I'm sure the Board knows what I would do. But that's just me. What are you going to do?

Conclusion: There is a bigger problem we face in our community than simply a public employee who either lacks competence or is being intentionally deceitful because he/she wants to put a "happy face" on the truth to advance his/her personal agendas of choice (in this case, Brad Wilson's favorite Diamond Peak Master Plan). It's called "word of mouth." I can't tell you how many community members I've heard who have regurgitated Brad's misinformation that year-to-date, Diamond Peak has generated over \$1.1 Million of profit when we can clearly see that is not the case! Even our General Manager has been drinking Brad's "kool aid." Just listen to his recent GM Corner which is published in the North Lake Tahoe Bonanza⁶: "we exceeded our January revenue budget by 4.5 percent and are 37 percent ahead of last January despite experiencing one of the warmest Januaries on record." Isn't it time the IVGID Board, who are supposedly local property owners' "watchdogs," reign in staff to compel truly transparent and non-deceitful financial reporting? Or should they do as Ed Guowitz, Gene Brockman and others instruct: stop micro-managing!

And You Wonder Why the RFF is Out of Control? I've now provided more answers.

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

⁶ See <http://www.tahoedailytribune.com/northshore/15099497-113/ivgid-gms-corner-diamond-peaks-business-model-is-strong>.

EXHIBIT “A”

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

OPERATING INCOME STATEMENT

For the Month and Year to Date Ending January 31, 2015

	Diamond Peak Current Year to Prior Year Comparison					
	Monthly			YTD		
	Prior Year	Current	Variance	Prior Year	Current	Variance
OPERATING REVENUE						
Sales & Fees	931,825	1,390,311	458,486	2,834,819	3,430,458	595,639
Facility Fee	0	0	0	0	565,000	565,000
TOTAL OPERATING REVENUES	931,825	1,390,311	458,486	2,834,819	3,995,458	1,160,639
OPERATING EXPENSES						
Wages	294,865	359,722	64,857	1,015,279	1,093,149	77,869
Benefits	87,036	98,776	11,741	320,490	365,880	45,389
Total Personnel Cost	381,900	458,498	76,598	1,335,769	1,459,028	123,259
Professional Services	1,188	1,316	128	13,070	31,510	18,440
Services and Supplies	197,033	184,733	-12,300	906,585	852,128	-54,457
Insurance	44,530	36,583	-7,947	89,104	73,166	-15,938
Utilities	140,963	123,545	-17,418	417,209	374,122	-43,087
Cost of Goods Sold	41,097	68,439	27,341	88,751	141,646	52,895
Depreciation	213,801	92,226	-121,575	428,880	349,546	-79,333
TOTAL OPERATING EXPENSES	1,020,512	965,339	-55,173	3,279,368	3,281,147	1,779
OPERATING INCOME (LOSS)	-88,686	424,973	513,659	-444,549	714,311	1,158,860

METRICS (Units of Measure)	Monthly			YTD		
	Prior Year	Current	Variance	Prior Year	Current	Variance
Skier Visits	20,058	26,361	6,303	44,343	49,491	5,148
Operating Days	31	31	0	51	43	-8
Revenue per Skier Visit	\$46.46	\$52.74	\$6.28	\$63.93	\$69.31	\$5.39
Average Cost per Skier	\$50.88	\$36.62	\$14.26	\$73.95	\$66.30	\$7.66

*F&B Events moved from Facilities to Golf May - Oct and Ski Nov - Apr, beginning July 1, 2014

EXHIBIT "B"

↓

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

Budgeted Facility Fees per parcel, Last Ten Fiscal Years (unaudited)

Program	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Ski	\$ (20)	\$ (88)	\$ (35)	\$ 151	\$ 22	\$ 41	\$ 56	\$ 70	\$ 27	\$ 9
Tennis	21	6	18	15	19	12	5	22	10	8
Parks	86	102	200	120	131	136	189	103	107	69
Recreation Center	216	241	112	118	106	104	96	96	94	113
Championship Golf	75	87	47	30	38	6	(3)	24	40	191
Mountain Golf	29	40	20	22	21	45	38	-	-	-
Beaches	100	100	115	100	113	155	150	110	100	95
Youth	20	15	25	22	22	19	20	22	14	15
Seniors	19	16	20	23	26	11	2	-	-	-
Adult Programs	1	2	2	3	4	1	-	-	-	-
Catering	(13)	(8)	26	(2)	(6)	(18)	2	-	(18)	(12)
Fadlities	52	35	33	48	33	43	22	51	61	84
Reserves for Recreation	49	75	40	-	-	-	46	46	70	-
Golf/Tennis/Ski Bonds	85	85	85	85	85	85	85	85	85	85
Ski Lodge Bond	110	110	110	110	110	110	-	-	-	-
Indine Lake Property Purchase	-	-	0	-	-	-	-	31	-	-
Beach Litigation	-	-	0	-	-	-	-	30	-	-
Defensible Space	-	12	12	12	12	-	-	-	-	-
Coverage sales	-	-	0	(27)	-	-	-	-	-	-
Other/Undclassified	-	-	0	-	-	10	2	-	-	(82)
Total	\$ 830	\$ 830	\$ 830	\$ 830	\$ 736	\$ 760	\$ 710	\$ 690	\$ 590	\$ 575
Total Collected (in 1,000's)	\$ 6,742	\$ 6,737	\$ 6,819	\$ 6,850	\$ 5,992	\$ 6,132	\$ 5,764	\$ 5,592	\$ 4,755	\$ 4,646

Bracketed amounts for "Other" represent instances where prior period resources were used in lieu of the current fee, primarily for construction.

Coverage sales in 2011 relate to the specific application of proceeds designated to reduce capital costs in Community Service venues.

The Facility Fee can be a resource for operating expenses, debt service or capital purchases. It is set annually by the Board of Trustees.

SOURCE: Indine Village General Improvement District

$$\begin{array}{r}
 * (20) \\
 85 \\
 110 \\
 \hline
 * 175 / * 730 = 23.990
 \end{array}$$

**WRITTEN STATEMENT TO BE ATTACHED TO AND MADE A PART OF THE WRITTEN
MINUTES OF THE IVGID BOARD OF TRUSTEES' REGULAR FEBRUARY 25, 2015
MEETING – AGENDA ITEM (C) – PUBLIC COMMENT SECTION – CONTRARY
TO POPULAR BELIEF, THE DIAMOND PEAK MASTER PLAN (“THE DPMP”)
STEERING COMMITTEE (“THE SC”) SERVES NO FUNCTION OTHER THAN
FOR USE AS A TOOL BY STAFF TO JUSTIFY THEIR PRE-DETERMINED
SUPPORT FOR THE DPMP NOTWITHSTANDING THE COMMUNITY
BELIEVES THE SC WAS CREATED AS A SUBSTITUTE FOR FORMAL
LOCAL PROPERTY OWNER APPROVAL**

Introduction: Most people I know believe the SC was created from a broad cross-section of the community, and its assigned task was to help determine whether to go forward with the DPMP (and if so, with respect to what particular capital improvements/services). But as the months have passed it has become abundantly clear that staff has no intention of listening to the wishes of the SC. And that's the purpose of this written statement.

Enter Local Property Owner Dick Warren¹ and His SC Questions: I read with interest the series of e-mails (from/to January 27-29 as well as February 11, 2015²) in the packet of materials prepared by staff in anticipation of this regular meeting³ (“the Board packet”) involving Dick Warren and the SC; e-mails Mr. Warren requested be shared “with appropriate parties of IVGID” (i.e., its General Manager Steve Pinkerton) and “distribute(d) to the SC and members of the (IVGID) Board of Trustees.” However two of the e-mails conspicuously *absent* from the Board packet were Mr. Pinkerton’s e-mail to Mr. Warren of February 9, 2015, and Mr. Warren’s reply to Mr. Pinkerton of March 10, 2015. *Why were these missing e-mails deleted from the Board packet?* When you see them (below), I’m certain you will quickly understand the reasons why.

The Missing February 9 and 10, 2015 E-Mails Between Mr. Warren and Mr. Pinkerton: I would not have known about these e-mails were they not forwarded to me by someone I know (not Mr. Warren⁴). And assuming there are others out there who are not aware of these e-mails, they are attached as Exhibit “A” to this written statement. Listen to the revelation authored by Mr. Pinkerton in his February 9, 2015 e-mail to Mr. Warren (I have placed an asterisk next to the quoted language):

¹ For what it's worth, I don't know Dick Warren. And to the best of my knowledge, we have never met nor spoken.

² See pages 205 and 208-10 of the Board packet.

³ See https://www.yourtahooplace.com/uploads/pdf-ivgid/BOT-Regular_Packet_2-25-2015.pdf.

⁴ And by the way, in the e-mails forwarded to me by my someone, Mr. Warren explicitly authorized their being shared with anyone. Therefore I don't feel I am doing anything wrong in sharing these e-mails with the Board and the public.

"The SC's role is not to provide guidance to the Board – but to provide feedback to the General Manager. When I come back to the Board with a recommendation, it may or may not be consistent with the wishes of the SC...So essentially, ***the SC has no say in what will occur.***"

WOW! Did any of us know this? I sure didn't!

Now That We Know the Truth, Craig Young's⁵ Request to the Board and Mr. Pinkerton Takes On Greater Significance: Mr. Young's request appears in a January 26, 2015 e-mail from he to the IVGID Board (it's in the Board packet⁶). Mr. Young asks for what a number of us have been asking for some time; canvass the opinion of local property owners as to the necessity for and viability of the DPMP before taking further action since we're the *only* "ones who will bear the burden of the financial risk".

So Why Create the SC? And now that we know the truth (the SC "***has no say in what will occur***" at Diamond Peak), I and a number of others I know ask what function do its members really serve? And more importantly, do members of the SC understand that they have "no say in what will (ultimately) occur" insofar as the DPMP is concerned?

Conclusion: Now that we know the Diamond Peak truth, the Board should do what Mr. Young and several members of the SC have requested; canvass each local property owner paying the Recreation Facility Fee ("the RFF") to determine his/her vision for Diamond Peak, and then to follow the wishes of a majority.

And You Wonder Why the RFF Which Staff Intends to Rely Upon to Finance the DPMP is Out of Control? I've now provided more answers.

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

⁵ For what it's worth, I don't know who Craig Young is. To the best of my knowledge we have never met nor spoken.

⁶ See pages 211-212.

⁷ Remember that during the candidates' night forums at Sierra Nevada College, both Mr. Callicrate and Ms. Wong unequivocally represented that they would not vote in favor of the DPMP unless there was a decisive majority (i.e., more than 51%) of community support.

EXHIBIT “A”

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

Subject: Fwd: Dick Warren e-mail
From: "Dick Warren" <bd1947@icloud.com>
Date: Tue, February 10, 2015 3:47 pm
To: (recipients deleted)

FYI. Steve Pinkerton's responses to my questions that I had sent about 2 weeks ago, and my comments back in bold font.

I had asked Susan Herron to distribute my questions to members of the Steering Committee, appropriate IVGID & BOT members as well, and her note to Steve was reminding him to do that, so *hopefully all questions/comments from outsiders are going to the appropriate groups.*

>> Begin forwarded message:

>>From: Dick Warren <bd1947@icloud.com>

>> Subject: Re: Dick Warren e-mail

>> Date: February 10, 2015 at 12:38:51 PM PST

>> To: "Pinkerton, Steve J." <steve_pinkerton@ivgid.org>

>>

>> Thank you Steve for your responses. See my comments below (**in bold**):

>>

>> On Feb 9, 2015, at 11:02 PM, Pinkerton, Steve J. <steve_pinkerton@ivgid.org>

>> <mailto:steve_pinkerton@ivgid.org> wrote:

>>

>> Hi Dick:

>>

>> Thanks for your continuing interest in the DP Master Plan.

>>

>> Re: Deborah Prout. She was referred by several members of the public, and with her experience in Public Policy Background, I thought she would do a good job. I had her facilitate the first meeting on a trial basis, and the committee ask that she remain in this role for the balance of the meetings.

>> DW: Thank you but I would still like to see her resume.

>> The Steering Committee's role is not to provide guidance to the Board -- but to provide feedback to the General Manager. When I come back to the Board with a recommendation, it may or may not be consistent with the wishes of the Steering Committee. I don't expect to receive a singular recommendation from the Committee--but a lot of feedback on various aspects of the plan – and much of the feedback being varied and not a singular group voice. [REDACTED]

>> [REDACTED]

>> DW: This reminds me of my role when our two daughters got married; if I agreed with what my wife on what she wanted done for the wedding, my opinion was received with open arms, and if I disagreed with her, she continued on her merry way. I would think the SC members are going to be upset if you decide to go against their wishes. [REDACTED]
>> [REDACTED]

>> The first few meetings of the Committee will likely be quite tedious as there is a lot of background information that will be provided. Once the knowledge base of the group is satisfied, we can get into the details of the plan.

>> DW: Okay.

>> I will endeavor to get materials to the Committee well in advance of the meetings whenever possible.
>> In some cases, materials will be available the day of the meeting and then posted online. If SC
>> members are not given sufficient time to digest materials in advance of the meeting, there will not be
>> a good discussion of whatever subject is being covered. At a minimum materials should be
>> distributed 2-3 days ahead of the meetings.
>>
>> Let me know if you have any additional comments or questions.
>>
>> Thanks, Steve

Diamond Peak's financials don't include expenses for HR, Accounting or Central IT

In his latest IVGID's GM Corner article, Mr. Pinkerton tells us "the financials provided for Diamond Peak are a very fair reflection of our cost and revenue structure ". I'm not sure why he used the word "structure", but if it's construed to mean the financials are a fair reflection of Diamond Peak's actual costs and revenues, then I completely disagree. Members of the DPMP Steering Committee were told by staff that Diamond Peak's financials do not include any central services costs. Among those costs not allocated are Human Resources, Accounting and IT. We were told that Diamond Peak's cost allocation for just HR and Accounting would be about \$250,000 to \$300,000. Central IT was another large ticket item not allocated. How can we possibly consider these financials to be meaningful if we don't include these major costs? These are significant expenses of any business and certainly included in the expenses of the other ski areas to which Diamond Peak so favorably compares itself.

At the Board meeting where the Trustees were supposed to give direction for budget planning for 2014-15, 3 of our current Trustees expressed the desire that Diamond Peak break even, or make a profit without subsidies (with both capital and debt service included).* But we certainly cannot make that determination unless major central expenses are properly allocated. Thus far we have not seen evidence that any of the venues generate a profit. To the contrary, if we include a conservative estimate of just 3 of 13 potential central services (see page 168 of the current IVGID budget) in the expenses on the cash flow analysis staff provided to the Committee, and take out the Rec Fee subsidies, I think we will see a completely different picture. I have asked Mr. Pinkerton to include the HR and Accounting cost allocations as well as a fair allocation of central IT costs for Diamond Peak and come back with a revised cash flow analysis. The next Steering Committee meeting will be on March 9.

Other central services costs besides HR, Accounting and IT - Our General Fund Budget is over 4 million dollars annually. Only about a million dollars of that is attributed to HR and accounting. That still leaves 3 million dollars of operating expenses that aren't allocated. We don't provide general governmental services like counties, cities or towns. The District only has the power of recreation and certain utilities, so everything paid for in the general fund should be considered as an expense of those enterprises/programs. If it is not, then IVGID is spending on things for which it has no authority. What would be a fair percentage of those costs for Diamond Peak?

Mr. Pinkerton indicates that because IVGID is government, these costs may be higher than those for private business. I'm sure there are (private) industry statistics that could give us a reasonable estimate of HR, accounting and IT costs (maybe even specific to ski areas) and other central services, so we could get a more apples to apples comparison, but completely eliminating these expenses is certainly not a "fair reflection". These statistics might also be valuable information in assessing whether or not these services could be provided at lower cost by outsourcing. And let's not forget, IVGID doesn't pay income taxes or property taxes, so any differences in total operating expenses because we are government will pale in comparison to the tax burdens private operators face. Our total expenses **should** be significantly lower than private for-profit businesses.

The IVGID Board has the responsibility to make informed decisions regarding Diamond Peak's future. A more accurate picture of Diamond Peak's financials is critical. If our current "financial structure" does not provide that, then maybe that structure needs to change.

Judith Miller

* Attachment: chart "2014-2015 Budget Priorities, October 7, 2013" included in the minutes of the Board meeting for that date, where Trustees Devine, Smith and Hammerel all "voted" their opinion that Diamond Peak should be able to generate a profit or at least break even.

2014-2015 BUDGET PRIORITIES

October 7, 2013

How do you feel about the various venues and programs within IVGID? Do you feel they should generate a profit, break even, or simply provide value? Please check the appropriate box for each venue or program.

(H) Hammerel (W) Wolfe (Sm) Smith (Si) Simonian (D) Davine

Venue or Program	Value	←	Break Even	→	Profit
Championship Golf			(H) (Sm)	(D) (Si)	(W)
Mountain Golf			(H) (Sm)	(D) (Si)	(W)
Chesby	(H) (Sm)		(D)		(W) (Si)
Allen Grove	(H)		(D)		(W)
Food & Beverage			(W)		(W) (Sm) (D) (Si)
Diamond Peak Ski Resort			(H)	(D)	(W) (Sm) (Si)
Parks	(H) (Sm)	(W) (D) (Si)			
Tennis		(W)	(H) (Sm) (Si)	(D)	
Youth Programs	(H)	(W) (D)	(Si)		(Sm)
Adult Programs	(H)	(W) (D)	(Si)		(Sm)
Senior Programs	(H)	(W) (D)	(Si)		(Sm)
Recreation Center	(Sm) (Si)	(D)	(H) (W) (D)		(W) (Sm) (Si)
Beaches	(H)	(D)			
(H) Winter golf course usage	(H) (Sm) (Si)				
(H) Create IVGID land use policy	(H) (Sm) (Si)				
(H) Mobile POS			(H) (Sm) (Si)		
(H) Grant writer			(H) (Sm)		
(H) District-wide pass/perm charge			(H) (Sm)		
(H) District-wide bike racks	(H) (Sm)				
(H) Electric car chargers	(H) (Sm)				
(W) Keep rec/beach fee level			(Sm)		
(D) Wildlife			(Sm) (D)		

IVGID BOARD MEETING HELD WEDNESDAY FEBRUARY 25, 2015 6:30 P.M. AT THE CHATEAU

PUBLIC COMMENT SESSION #1:

WORKSHOP FOLLOW UP--While I am opposed to the manner in which last Tuesday's Board workshop was organized and conducted, I must compliment you all for the tenacity I observed during the entire 8 hour session. I am still dismayed that staff and more community were not present, which I personally feel is a lost opportunity for the Board. My question to the Board now is "WHAT ARE THE NEXT STEPS? HOW WILL WE THE COMMUNITY BE GIVEN A BETTER OPPORTUNITY TO BECOME MORE INVOLVED IN DETERMINING OUR DESTINY?

STAFF: I continue to bring up this subject because thus far it appears the Board does not understand and acknowledge the value of the professional staff that serves this district year after year. This district is 52 years old, and the perception in the community is that this board is acting as if this district is something new and has never had anything good in place, therefore, this board is going to make everything right and "THE BEST". So HOW DID WE EVER GET TO BE THIS WONDERFUL COMMUNITY WITH SO MUCH BEING WRONG? Please, with your limited experience, stop acting as if you alone are the community saviors when up until you decided to run for office, most of the members of this Board seldom, if ever, attended past Board meeting. As you make plans for us, THINK OF YOURSELVES AS "WE" NOT AS "I". There is no "I" in team. You and the staff are the TEAM. So if you want to be the best at something, be the best at being a team dedicated to this community. PLEASE, REMEMBER THE BOARD IS ELECTED TO REPRESENT US, NOT YOURSELVES OR YOUR PERSONAL AGENDAS.

RWTB- What is the role of IVGID in this year's Red White and Tahoe Blue going to be? Many members of this community have become disillusioned by the expansive and grandiose scope of the event and have commented to me that it no longer feels like an intimate community event but rather a self aggrandizing extravaganza with a life of its own.

Thank you

Bea Epstein 933 Fairway Park Drive Incline Village

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4

5 SPECIAL MEETING OF THE INCLINE VILLAGE
6 GENERAL IMPROVEMENT DISTRICT
7 BOARD OF TRUSTEES STRATEGIC PLANNING SESSION
8 FACILITATED BY CORALBRIDGE PARTNERS

9

10

11

12 THURSDAY, MARCH 5, 2015

13 THE CHATEAU

14 955 Fairway Boulevard

15 Incline Village, Nevada

16

17

18

19

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21

22

23 Reported by: Christina Amundson, CCR #641

24

25

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1

1 APPEARANCES:

2

3 General Counsel: REESE, KINTZ, GUINASSO
4 ATTORNEYS AT LAW
5 Devon Reese, Esq.
6 Jason Guinasso, Esq.
7 190 W. Huffaker Lane
8 Suite 402
9 Reno, Nevada 89511

10

11 Board of Trustees: Jim Smith, Chairman
12 Tim Callicrate, Vice Chairman
13 Jim Hammerel, Secretary
14 Bill Devine, Trustee

15 For Coralbridge: Charles H. Bishop, Jr., Ph.D
16 Principal
17 Jeffrey Husserl
18 27 N. Wacker Drive
19 Suite 403
20 Chicago, IL 60606

21 General Manager: Stephen Pinkerton, General Mgr.

22 Also Present: Gerry Eick, CPA

23

24

25

1 INCLINE VILLAGE, NEVADA -- MARCH 5, 2015, 1:00 P.M.

2 -00-

3 CHAIRMAN SMITH: Good afternoon, everybody.

4 Welcome to the IVGID retreat. Roll call of the
5 Board of Trustees.

6 MR. HAMMEREL: Here.

7 MR. CALLICRATE: Here.

8 MR. DEVINE: Here.

9 CHAIRMAN SMITH: Kendra Wong won't be here
10 today. She was going to call in, but as many of us
11 know, she was on family leave with a personal
12 matter, so Jim Smith is here. And we also have
13 director of information technology and finance, and
14 what other --

15 MR. EICK: Risk.

16 CHAIRMAN SMITH: Risk.

17 Steve Pinkerton is here and Devon Reese and
18 Mr. Guinasso are here.

19 Welcome back, Jeff and Charlie.

20 MR. BISHOP: Thank you.

21 CHAIRMAN SMITH: And our court reporter.

22 THE REPORTER: Tina Amundson.

23 CHAIRMAN SMITH: Tina Amundson, thanks for
24 coming. We'll go out for public comment. Who would
25 like to be first? Lady's first.

1 MS. EPSTEIN: First of all, Bea Epstein,
2 Fairway Park Drive. I'd like to say thank you to
3 your board members and to colleagues here today for
4 bringing this back to the Chateau, where we belong.
5 I'm going to read this so that I don't fumble.

6 After spending eight hours during the first
7 retreat, I walked away frustrated by what I was not
8 able to share as a community participant. A
9 three-minute public comment after eight hours was
10 hardly enough time to comment, so I submitted those
11 comments, observations and questions to all of you.
12 Hopefully, you've had time to read and reflect on my
13 input.

14 One new observation, there is no mention of
15 Crystal Bay anywhere in this draft document. My
16 suggestion would be wherever Incline Village is
17 named that Crystal Bay also be named so we are not
18 offending the Crystal Bay members of our community.

19 In 32 years of teaching and administration
20 I learned many lessons; one of the most important
21 being to always examine things from many
22 perspectives. I have reread the volume of
23 information from the February session. I try to
24 read it from various points of view, and the most
25 disturbing perspective was that from the staff's

1 point of view. If I were an employee reading this
2 document, I would feel totally demoralized and
3 disenfranchised. Not only are they not considering
4 strengths, but in evaluating the district venues
5 numerically, you rated them two or three out of a
6 possible 10.

7 If this community were to give a report
8 card to the board and rate each of you a two or
9 three out of a possible 10, I would hazard a guess
10 that feelings would range from anger, hurt and
11 frustration to total demoralization. Then the
12 community turns around and expects outstanding
13 performance from the board. How incongruous is
14 that?

15 But that's, in essence, what's your
16 currently doing to your staff. You rate venue
17 performance two or three and then immerse staff in
18 culture training with the expectation that they will
19 give you their best. How can you set that
20 expectation if you don't value them, their abilities
21 and performance?

22 Lastly, if the No. 1 weakness identified by
23 all of you is communication with the public, why
24 isn't that your first priority when you look to set
25 goals? Instead, you turn your attention to the

1 beaches and the recreation center. If you really
2 want to set meaningful goals, why don't you hold the
3 town meeting on a Saturday so you can hear from the
4 community what they want to see in the next three to
5 five years.

6 It's the community's vision you need to
7 implement, not your own. This community is not Vale
8 or Aspen, nor does it want to be. People here want
9 to maintain the quality of life that brought them
10 here without us becoming super commercialized. They
11 want comfort and intimacy without extravaganzas and
12 clean mountain living without congestion and
13 clutter. Thank you for your time.

14 CHAIRMAN SMITH: Thank you, Ms. Epstein.
15 Anybody else? That closes the first public comment.

16 I would like to introduce some really
17 positive news that I just received at, let's see,
18 11:25 a.m. this morning from Samuel Crampton. He is
19 Senator Heller's assistant and he wrote the
20 following, which I have in front of me. "Mr. Smith,
21 per our discussion regarding the Lake Tahoe Summit,
22 I would like to explore options for hosting the
23 event in Incline, Lake Tahoe --

24 UNIDENTIFIED SPEAKER: Jim, can you speak
25 into the mic.

1 MR. SMITH: Regarding the Lake Tahoe
2 Summit, I would like to explore options for hosting
3 the event at Incline. Lake Tahoe Summit brings
4 together stakeholders from all walks of life,
5 colleagues, private, public and whatever in
6 between -- showcases efforts, global organizations'
7 elected officials to maintain and enhance the
8 natural beauty of The Lake.

9 "Typically attendants are governors from
10 California and Nevada, senators from both states,
11 congressional members and numerous head officials.
12 This event will take place on August 24th about
13 10:00 to 12:00. This event is a great way to
14 showcase the far excellent duty of our home, Incline
15 Village. It's also a very physical way to show
16 support for the bipartisan work that has over \$1
17 million for groundwater projects -- for the
18 resilience of our lake. Thank you.

19 I responded, "Samuel, it was great talking
20 to you yesterday afternoon and this morning. On
21 behalf of the Incline Village Improvement District,
22 please thank Senator Heller for his service and for
23 his wonderful opportunity. I will share your
24 correspondence with Incline Village General
25 Improvement Board of Trustees this afternoon and I

1 promise to respond to you accordingly."

2 I wanted to share that with everybody.

3 MR. DEVINE: I'm not sure if we can fix it
4 right now, but there's only eight people out there.
5 If this is going to be an indication of four hours
6 of the meeting, we couldn't hear you when you turned
7 that way. They apparently can't hear us when you
8 turn this way.

9 I don't know if it's possible to slide
10 eight seats over in that area, or something.

11 Because if each time one of us is gonna turn to make
12 sure they can hear us, the rest of us are kinda left
13 out, or we at least acknowledge it's gonna be an
14 issue.

15 CHAIRMAN SMITH: Do you think we can move
16 the seats? Do we want to try these?

17 MR. DEVINE: Try the microphone.

18 CHAIRMAN SMITH: Okay.

19 MR. DEVINE: When you turned, there were
20 blank looks over here.

21 CHAIRMAN SMITH: All right. Approval of
22 the agenda.

23 MR. CALLICRATE: I move, Mr. Chairman.

24 MR. SMITH: Second.

25 CHAIRMAN SMITH: All in favor of the

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1 agenda?

2 (Members respond "aye.")

3 MR. SMITH: Those opposed?

4 Passed unanimously, the agenda. Item D,

5 Board of Trustees Strategic Planning Session,

6 facilitated by Mr. Jeff Husserl and Mr. Charlie

7 Bishop. Gentlemen, the floor is yours.

8 MR. HUSSERL: Thank you, Jim. Good
9 afternoon and welcome forward staff and members of
10 the community. We have an ambitious agenda to
11 accomplish over the next couple of hours, so we're
12 really going to take to take a laser focus to get
13 through our venues and then talk a little more about
14 organizational structure as well as communications,
15 which is an important component of this climate.

16 Let me start by reviewing what we are here
17 to deliver and a bit of what we did last time.

18 First is the model. It syncs the right strategy
19 with operations and serves as a structural template
20 for the process. You should all have copies of the
21 model in front of you. An understanding of the
22 strategy competitive focus, why is IVGID different?

23 Last time we started to draft a vision and
24 mission statement and we have edited that, and we'll
25 take another look at it for final approval. What

1 we're going to do today is taking a look at each one
2 of the remaining venues, and there are five. We're
3 going to look at the golf courses, both Mountain and
4 Championship, the skate park, the high school
5 fields, Village Green and Diamond Peak.

6 So that's our objective to get through and
7 we're going to define the critical issues for each
8 one of those venues, which would lead to operational
9 goals and we'll talk a little bit about management's
10 involvement and creating the action steps to meet
11 those.

12 As I said, we will talk a little bit about
13 HR issues and optimal organizational structure to
14 accomplish this plan and work more effectively
15 together, and then tomorrow we're going to spend
16 some time on helping the board management working
17 more cohesively and building on trust. Okay.

18 MR. BISHOP: I'll try and talk louder. If
19 you can't hear me back there, raise your hand and
20 I'll go to the mic. Fair enough?

21 In looking at the whole issue of strategy
22 and operations and how it interacts, you have a copy
23 of a model that we have formulated, and basically
24 it's what we've talked about before but we put it on
25 paper. But the strategy setting process and

1 operations go together. We talked about both last
2 time and, seemingly, we need to differentiate those.

3 So what we have is -- you had a demarcation
4 between issues that are board related and also
5 operations related and management. And those do
6 need to be straightened out because I think there's
7 a lot of communications back and forth that maybe is
8 not that productive. The overall entity being IVGID
9 and the sub, being the venues, the question there is
10 what's the vision and mission. What do we aspire to
11 do and be and what is our field of play? That's
12 what we offer to whom. We talked about that last
13 time. If anybody's got a question as I go through
14 here, just raise your right hand and I'll respond to
15 it.

16 Out of that are the strategic issues. What
17 are the priorities. And we started to assess the
18 various venues and I think Jim made -- Jim Hammerel
19 made a suggestion that we go basically towards what
20 are the priorities and what are the key things. I
21 forget exactly what you called those, but those we
22 tried to capture. And that's very much a role of
23 the board; in other words, take care of these
24 things. These are hot priorities for us.

25 From there the operational goals need to be

1 align management accountability in terms of what we
2 will do about these priorities and then very
3 fine-grained what are the action steps, who is
4 responsible for what on a small level. In other
5 words, who is going to do what to get us there.

6 From there putting together the budget, how
7 much it will cost, what are the trade-offs, you
8 know, do we do it all ourselves or are there
9 public-private partnerships in this, what's the
10 return on investment if you want to do this.

11 From there the board needs to buy in and
12 approve the plan and budget so they come back with a
13 vision, priorities, operational goals and the
14 budget. And the question there is do you agree?
15 Does the board agree, slow-go with it or no-go, we
16 work it, et cetera, so there's a back and forth on
17 that.

18 From there then the board appraises did the
19 senior team deliver on time on spec and within
20 budget and then did the team deliver on our service
21 process. So that's the overall piece. The
22 operation -- the things beyond that dotted line are
23 the work that has to be done by operations
24 management. All of that down there.

25 Steve has to appraise the leadership team

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12

1 that works for him and the customer interface
2 positions. I use customer interface positions as
3 the people in the community and visitors, those
4 people serving the community, the customers. The
5 board has to -- there's periodic updates.
6 Communications input from the community and then the
7 communications output. There has to be -- we feel
8 very strongly there has to be one central place
9 where a lot of the communications comes out of it.
10 There has to be an air traffic control about that.
11 If not, you're going to have everybody communicating
12 and confusing the community.

13 So by that, the output is what's the need
14 and the specifically where are we now. In other
15 words, with this project maybe it's reworking a
16 facility or a beach or whatever it is. Where are we
17 now. We started here and generally we're a third of
18 the way through.

19 Success this year, we talk about ready, set
20 go. In other words, for community, "ready" means
21 you're going to be seeing these things in six
22 months. We're not working on this right now. "Set"
23 means you will see it next quarter, "go" means
24 you're going to see that this quarter coming up so
25 it's a way of staging communications.

1 That is our suggestion about how you put
2 these various pieces together. Now, you might want
3 to put different titles on those but basically we're
4 trying to convey a logic behind it.

5 Questions? Observations? Pushbacks, adds?
6 Heartburn? Gerry, does that make sense to you?

7 MR. EICK: It does.

8 CHAIRMAN SMITH: Steve?

9 MR. PINKERTON: You said that more clearly
10 than I could. I appreciate particularly the way
11 you've tied the communications in, when we're
12 looking at how we have to have that centralized
13 output. There's a lot of different inputs on
14 communication and something we've been dealing with
15 nonstop for a couple weeks now and what's the best
16 way to do that output from all those inputs.

17 MR. BISHOP: I think there's great things
18 coming out of the committee. I don't have details
19 but I think they have done a lot of good work; so I
20 think it dovetails with that. Mr. Smith, board?

21 CHAIRMAN SMITH: I really like the cloud in
22 here and the circles and the squares. I think it's
23 great all the way through. I think it's as helpful
24 as our general manager stated. I don't know if
25 anybody has any comments, but it seems to be a

1 successful way to accomplish what we want to
2 accomplish.

3 MR. BISHOP: And I think it keeps roles
4 clear. Tim, any comments?

5 MR. CALLICRATE: No. It's very
6 self-explanatory and to the point. Communications
7 has been brought up again today and that's critical,
8 because with the central input and the output, to
9 have one message, you know, one voice coming from a
10 district to the community. Because right now it's
11 all over the map and it's not working properly.
12 I'll address that further in the meeting.

13 MR. BISHOP: Okay. Jim?

14 MR. HAMMEREL: Everything is
15 self-explanatory. I think in terms of the
16 communication committee that Tim and I are on right
17 now, we're trying to determine what are the inputs
18 and outputs and how to manage both sides of the
19 equation to be sure that we're effectively
20 communicating as a district; so that will be
21 uncovered over time and hopefully we can address all
22 these.

23 MR. BISHOP: It will need to be modified as
24 you go downstream.

25 MR. DEVINE: I echo everything everybody

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1 else has said.

2 MR. BISHOP: What want to accomplish is
3 really stay into the strategic issues and defining
4 the operational goals. From there, then operations
5 management can go back and put the finer-grain
6 pieces on that but you give them direction. We did
7 that last week and I thought it was very helpful.
8 Thank you.

9 CHAIRMAN SMITH: Thank you, Charlie.

10 MR. HUSSERL: Okay. And the last piece
11 that we have is customer feedback and being able to
12 adjust. Let's look at the vision. This is what we
13 came up with from the work we did a few weeks ago,
14 and I want comments, feedback. See if this makes
15 sense to everybody.

16 Remember that a vision is what we aspire to
17 be. IVGID will help make Incline Village and
18 Crystal Bay the premier destination in the United
19 States for residents and visitors seeking
20 exceptional recreational opportunities. As a
21 result, Incline Village will develop a reputation as
22 the best place to live, work, visit, play and stay.
23 What do you think?

24 CHAIRMAN SMITH: We need to always, as
25 Ms. Epstein referred to, Crystal Bay. I'd like to

1 shorten "the best place to live" to simplify it, in
2 my opinion, to "live, work and play." I don't know.

3 MR. BISHOP: So that vision, Jim, you're
4 suggesting shortening?

5 CHAIRMAN SMITH: It seems like --

6 MR. HUSSERL: That's crisper and cleaner, I
7 think, "live, work and play."

8 CHAIRMAN SMITH: That's my opinion.

9 MR. HAMMEREL: "Live, work and play" covers
10 everything. I would also remove the quotes. A lot
11 of times when I see quotes I'm thinking that, you
12 know, I don't know if it -- when I read quotes, I
13 think of the opposite. So "it's the best place to
14 live, work and stay," I would remove that.

15 CHAIRMAN SMITH: Do we want to keep "stay"
16 in there?

17 MR. DEVINE: I don't want to act like this
18 isn't, because it's important, but I really feel
19 like the vision statement like we had before as well
20 as this one go parallel and so I personally don't
21 want to get caught up in the weeds of it.

22 What I do want to do is buy into we need to
23 keep going back to the mission and the vision. We
24 need to keep going back to those and then I'm good
25 with it. I don't discount taking out words or

1 adding words, but to be honest, it's all moving in
2 the same direction, so it's all good.

3 MR. CALLICRATE: "Live, work and play,"
4 take the quotes out and go to the next.

5 MR. HUSSERL: Okay. Let's look at the
6 mission. This is our field of play. "As a fiscally
7 committed and trusted steward of our assets, IVGID
8 delivers exemplary customer experiences and provides
9 the highest level of water, sewer and solid waste
10 management services." So focus there on public
11 works and then "by maintaining extraordinary public
12 recreational opportunities for our residents,
13 stakeholders and visitors, we will provide them with
14 enduring memories that last a lifetime."

15 The idea there is around customer
16 experience and people's memories and what really
17 matters, and it is experiences ultimately that
18 matter.

19 MR. HAMMEREL: I believe that we had
20 discussion at the last meeting about how we should
21 name water, sewer, solid waste. There was a
22 catchphrase that Pomroy used for that and I can't
23 remember what it was, but I don't think it was
24 "solid waste management services." It was something
25 else.

1 MR. EICK: He does refer to everything
2 "solid waste." I think the group added "management
3 services." To be honest with you, I've heard him
4 many times refer to "water, sewer and solid waste."

5 MR. HAMMEREL: Okay.

6 CHAIRMAN SMITH: I would like to find a
7 different way to say "water, sewer and solid waste."

8 MR. DEVINE: It is what it is.

9 CHAIRMAN SMITH: Could it just be public
10 works?

11 MR. EICK: Except that public works in the
12 context of many communities ends up including
13 streets.

14 MR. DEVINE: Roads, yeah, and lights.

15 MR. EICK: So I would ask you to think
16 about getting too broad an umbrella and apply
17 something we cannot effect.

18 MR. PINKERTON: In many cases public works
19 is seen separate from public utilities.

20 CHAIRMAN SMITH: Do we really want "solid
21 waste and sewer" in a mission statement.

22 MR. CALLICRATE: That's what we do.

23 MR. PINKERTON: Why not "Utilities"?

24 MR. GUINASSO: That implies you provide
25 electricity.

1 MR. HAMMEREL: Yeah, "utilities" might
2 work. I'm not fully onboard yet with the "enduring
3 memories that last a lifetime."

4 MR. DEVINE: How about "sewer and solid
5 waste"?

6 MR. HAMMEREL: There's a period, but the
7 "memories last a lifetime" seems pretty cliche.

8 MR. CALLICRATE: I would just say by
9 "maintaining extraordinary public recreational
10 opportunities for our residents, stakeholders and
11 visitors," period. That's our mission, you know, to
12 maintain extraordinary --

13 MR. HUSSERL: We will maintain
14 extraordinary public recreation opportunities for
15 our residents, stakeholders."

16 CHAIRMAN SMITH: What about memorable
17 experiences? What you're trying to say is we're
18 going to have great service, is what we all believe
19 beyond -- we will have superior service in our
20 recreation facilities but we're talking about
21 service in our utilities but not in our recreation.

22 MR. HAMMEREL: Why don't we just wrap
23 recreation into the first sentence and that way
24 everything's covered. "Steward of our fiscal
25 assets, exemplary customer service and provides the

1 highest level of water, sewer, solid waste and
2 recreational opportunities for our residents,
3 stakeholders and visitors."

4 Because our recreational amenities -- we're
5 also fiscally committed to those and we're trusted
6 stewards of our recreation opportunities.

7 CHAIRMAN SMITH: One thing I'd like to
8 share -- and Charlie and Jeff picked up on this when
9 we did our tour -- this is a unique place. I don't
10 know of any place within a five-mile radius that has
11 what we have. Golf courses, ski, skate park
12 bleachers. I don't know how you feel coming in from
13 this town and having fresh eyes.

14 MR. HUSSERL: Well, part of the reason we
15 added it, the memories, this is not an airline and
16 we're not providing cell phone service. When I
17 think of traditional great customer experience, cell
18 phone companies need to do that, airlines need to do
19 that.

20 But this is a little bit different. And
21 the experiences that you are providing for people
22 are going to create memories. That's what you would
23 want. Now, again, I'm simply playing the devil's
24 advocate in the room, if that's too lofty.

25 CHAIRMAN SMITH: What is our original

1 mission statement? Have we pulled that up to
2 compare? Would that be a good exercise to do?

3 MR. CALLICRATE: We did at the last
4 meeting.

5 MR. HUSSERL: It was focused at the top.

6 CHAIRMAN SMITH: It would be good to
7 compare them now.

8 MR. PINKERTON: Page 31.

9 CHAIRMAN SMITH: So our current mission is
10 very similar to our vision that we just came up
11 with.

12 MR. CALLICRATE: Here's one way we can
13 possibly do that just by changing one word. We have
14 up there (reading) "fiscally committed trusted
15 stewards of our assets -- and provides the highest
16 level of water, sewer, solid waste management
17 services while maintaining extraordinary public
18 recreational opportunities for our residents,
19 stakeholder," period.

20 MR. DEVINE: If you can say it again, I'm
21 onboard.

22 MR. CALLICRATE: So "sewers and solid waste
23 management while maintaining extraordinary public
24 recreational activities for our residents,
25 stakeholders and visitors," period. It shortens it

1 down and makes it one sentence and it encompasses
2 all of our recreational opportunities that we have
3 for the community as well as -- those are the wants
4 and what we have to do is maintain the sewer, water
5 and solid waste.

6 MR. HAMMEREL: Trustee Wong was gracious
7 enough to take a picture and text it to me and this
8 is what we have written down on our board: "as a
9 fiscally committed and trusted steward of our
10 assets, IVGID through engaged customer service
11 provides the highest level of water, sewer and solid
12 waste management services in addition to public
13 recreational opportunities to our residents,
14 stakeholders and visitors," which is pretty close to
15 what Trustee Callicrate just said.

16 CHAIRMAN SMITH: Sounds good to me.

17 MR. HUSSERL: The planning process, this
18 takes what we had on the model, so the mission and
19 vision, the critical issues and operational goals.
20 That's what we will spend our time with today.

21 For this plan to be implemented, management
22 must then take those operational goals and create
23 action steps and tactics and a budget to deliver on
24 that plan. That will then be presented back to the
25 board for final approval before implementation.

1 How does this work? So let's look at the
2 work we did a couple weeks ago around the beaches,
3 which we spent much of our time on Incline Beach.
4 We identified critical issues for Incline Beach.
5 The beaches and the accompanying facilities must be
6 well manicured, exceptionally clean and safe.
7 There's concern in the community about overcrowding.
8 Physical structures should be esthetically pleasing
9 and highly functional so that IVGID can deliver the
10 right products and services at the right place at
11 the right time.

12 What are operational goal statements that
13 we came up with to deal with those critical issues?
14 No. 1, we will make cleanliness the top priority at
15 the beaches. We want to provide -- IVGID wants to
16 provide a highly functional and esthetically
17 pleasing functional location to deliver products and
18 services. We talked a lot about the snack bar not
19 being able to do that today and we talked about the
20 product mix at the snack bar and not having enough
21 convenience items for beachgoers, so we want to
22 reconsider product mix in the snack bar. Finally,
23 we want to emphasize a safety-first culture at all
24 the beaches, all three. Those are operational goal
25 statements.

1 Now, the next step in the process, which if
2 you go back to your model is on the bottom half of
3 that circle below the dotted line, what's going to
4 be done, by whom and what's the time frame we will
5 do it? Those action steps must be completed by the
6 management team. And that is the next step in the
7 process. So we went ahead and gave you some
8 examples here of what action steps might look like.
9 You don't have to use these but you'll get an idea
10 of how the process works.

11 So Incline Beach we talked about
12 cleanliness. Well, an action step to deal with
13 cleanliness is let's increase the frequency with
14 which the bathrooms are cleaned. We can do that
15 once an hour. Post a written checklist on the wall
16 requiring staff initials and time the work was
17 completed. We will establish a short online survey
18 to measure bathroom cleanliness or overall
19 cleanliness, average score of nine on a 10-point
20 scale. We will rate the beach locations some number
21 of times per week. We're conduct safety training,
22 including CPR for beach staff. You may have done
23 some of these things.

24 We will also then look at the snack bars
25 and see a potential capital expenditure. We will

1 complete architectural renderings and complete a
2 budget and construction plan for a new or remodeled
3 snack bar. Each one has a time frame associated
4 with it and somebody on the management team that's
5 accountable for doing this. It doesn't have to be
6 these action steps but you get a sense. This is
7 very grounded, very operational in nature, process
8 oriented.

9 CHAIRMAN SMITH: Jeff, if I may, ask the
10 board how they feel about this, but I'd like to add
11 in there the amenities in the bathrooms such as
12 facial tissue, baby-changing stations. That's been
13 asked for by the community. Typically we have a
14 hand-dryer, toilet paper, and seat covers and some
15 folks have said there's other needs here that are
16 not being met. And the cost isn't much, but it's
17 important for some of the folks to have things like
18 that. Otherwise, you're waiting for a bathroom
19 stall to blow their nose as opposed to having
20 tissue. Even feminine hygiene products.

21 MR. DEVINE: Can I interject? Kind of
22 building off of what Chairman Smith just said, what
23 you're showing us is the model, so let's put this in
24 the real world. We decided that this is what we
25 want to do. The management side comes up with

1 something, and I don't know, they bring it to us at
2 the next meeting or maybe they're able to send it
3 out ahead of time to us. And then what Chairman
4 Smith was just saying, a suggestion that was, maybe
5 missed, at that point is when we're bringing that
6 up. So we're not the ones developing this plan, but
7 we're giving feedback based on what's given to us.

8 MR. HUSSERL: Absolutely. These were
9 merely off the top of my head. Community input,
10 management and board knows some of the feedback
11 they've received from the community. So when
12 management creates these steps, hopefully they're
13 relying on some of that feedback. If they miss
14 anything, then that meeting, Bill, is the time that
15 comes up.

16 MR. DEVINE: Based on the initial critical
17 issues that we've identified -- pretty sure you said
18 this came off the top of your head -- they would
19 probably cover all those because we've identified
20 them.

21 MR. BISHOP: Steve was nodding his head
22 like absolutely.

23 MR. DEVINE: I should look at Steve more.
24 Is that what you're saying?

25 MR. HUSSERL: They know the resources they

1 need. You have to deliver what you promise.

2 MR. EICK: It's a good point made that it
3 will be a process of give and take. The chances of
4 getting it right the first time you sit down and
5 talk about it are pretty slim. So we have to go
6 through, just as your diagram says, we'll have
7 communication inputs and ideas. Then we'll work
8 through it and get responses and let people reflect
9 on that, talk about it again, you know.

10 MR. BISHOP: Small stuff like this you
11 probably wouldn't send that to the board.

12 MR. CALLICRATE: Mr. Chairman, one thing
13 that I do want to stress is that we tend to talk
14 things to death, like we're doing right now. It's
15 vitally important but when it comes to the actual
16 implementation of this, the direction from the
17 board, this is not gonna be a multi-month to come up
18 with basics. This is going to be like a multi-day
19 thing.

20 So to make certain that this is ready to go
21 by the time this summertime hits with our beaches,
22 because we are up against some critical deadlines
23 here. And I think that we're all pretty much in
24 agreement that we need to get on the ball here and
25 put in what we want in our venues, which you've done

1 a great job of addressing here and we talked about.
2 I don't want to cut things short but we have a lot
3 to cover. This is kind of the framework that we
4 will do this. And I think with the sheet that you
5 gave us that if we're able to get to that -- because
6 I know there are many things to discuss and we've
7 discussed the beaches at quite a length and they are
8 most important.

9 MR. HUSSERL: Right. I wanted to show you
10 the process.

11 MR. CALLICRATE: Right. What Director Eick
12 was saying we need to get this right the first time.
13 And the district, unfortunately, tends to say well,
14 if we don't get it right the first time, we can go
15 back and go back. I want to get it done right the
16 first time and move on to the next issue because
17 that will show the community that we have listened
18 loud and clear. And we tend to get bogged down and
19 revisit and revisit and we have a lot of things to
20 revisit again and again and again. We don't have
21 that luxury. I like what I'm hearing from my
22 colleagues and thank you for this model to work
23 from.

24 MR. BISHOP: I'll just make a comment.
25 Later on we will suggest a program management system

1 that tracks issues so you have an issue log for
2 these things so you'll know. And that has to be
3 consolidated so if the board has a question what's
4 happening with this, there's a place of one-stop
5 shopping that you should be able to go to, not to go
6 to everybody, but there should be that information
7 available.

8 MR. PINKERTON: I will also say that before
9 you leave the room today some of these things will
10 be amended. The gates are down and you talked about
11 the signage is removed, so while there's going to be
12 iterations, it doesn't mean we haven't started the
13 process. It's underway.

14 CHAIRMAN SMITH: One thing that I remember
15 about the beaches is there's signage.

16 MR. PINKERTON: We're already doing it.

17 MR. HUSSERL: This was only Incline. The
18 signage came up at Burnt Cedar.

19 CHAIRMAN SMITH: Thank you.

20 MR. HUSSERL: I'll move through the next
21 section quickly in light of what Tim said. But I
22 wanted to let everybody know we did have an
23 opportunity to look at a marketing study done in
24 September 2013 by Augustine and it was a little bit
25 of putting the cart before the horse because

1 typically the marketing plan supports a strategic
2 plan. And it will be very helpful as we implement
3 this plan in terms of the supporting plans that must
4 happen in HR and marketing and IT, et cetera.

5 So, simply put, a brand is a promise and
6 expectation, all the perceptions about a product,
7 service or place. Strategy and brand must be
8 intertwined. And so we don't want to necessarily
9 answer this question today, but something for you
10 all to think about, what do people think when they
11 hear the name "Incline Village and Crystal Bay"?

12 Ultimately we don't want this plan to be
13 credenza-aware. It happens a lot. So we're giving
14 you a format and a simple process with the idea that
15 this is going to be implemented for this upcoming
16 fiscal year. The budget is due in May. I believe
17 fiscal year is July 1. This plan should be
18 implemented and ready to go and there's a lot of
19 work that needs to be done between March 6th and
20 having the action steps and plan ready to go for
21 this year and the budget.

22 Briefly there were high-level objectives in
23 the marketing plan around the positioning of the
24 brand for improved public sentiment, community
25 engagement and the creation of a sense of place.

1 There's a discussion about the customer-centric
2 organization through its engagement and how we
3 provide exemplary service. The next two are pure
4 marketing items, collaborating with regional
5 partners to cross market sites and programs,
6 identifying promotions and marketing opportunities,
7 to increase the transparency and return on
8 investment benchmarks.

9 So the question that I would ask and,
10 again, we're not going to answer it today, is are we
11 looking to have this a profit business? Are we
12 looking to be break even or looking to reduce our
13 losses? As you think about venues where you're
14 charging fees, it's something that needs to be
15 considered. How will we measure the success of this
16 plan beyond just customer feedback and what people
17 think. There's a financial end of this, too.

18 MR. BISHOP: Steve, generally what is going
19 on with the market -- just a few comments to set the
20 context.

21 MR. PINKERTON: As much as could be
22 implemented before we get more vision and direction
23 and strategy from the board has been done with
24 Augustine and with our other partners and we've got
25 a certain level of measurement. But we really need

1 to get this plan in place and then come back to the
2 board at another time where we can -- as I said,
3 there's a chicken-egg issue.

4 MR. HUSSERL: So let's move into the guts
5 of our program today where we're going to take a
6 look at the ratings of the remaining venues and
7 we're going to talk about the critical issues and
8 we're going to develop operational goals for each
9 one of those venues. We want to spend at least a
10 couple hours and get through that and then spend a
11 little bit of time talking about HR structure and
12 some of the organizational issues and delve into
13 something on communication.

14 Okay. We asked you to complete these
15 forms. If you recall last time, we wanted ratings
16 on a 1-to-10 scale and we narrowed those down to
17 physical resources, service delivery, and community
18 perception. Kendra was kind enough to send me her
19 ratings in advance. She's absent today. But if we
20 start with the Mountain Golf Course and we look at
21 physical resources, Bill?

22 MR. DEVINE: Eight.

23 MR. HAMMEREL: Jim?

24 MR. HAMMEREL: Five.

25 MR. CALLICRATE: I'm looking at four.

1 CHAIRMAN SMITH: Five.

2 MR. EICK: I don't think we did it last
3 time.

4 MR. HUSSERL: It seems to me the median
5 seems to be about a five. Kendra had it as three.
6 If we throw out the high and the low --

7 MR. DEVINE: I don't want to go too deep
8 into this, but what were you looking for in physical
9 resource?

10 MR. HUSSERL: The facility, the condition
11 of the course.

12 MR. DEVINE: Were you including the
13 clubhouse?

14 CHAIRMAN SMITH: Yes.

15 MR. DEVINE: That explains the difference
16 in my number.

17 MR. CALLICRATE: I was going on the
18 clubhouse. I actual had it as a three, but if you
19 look at the course itself, even though it needs, you
20 know, some quite a bit of maintenance on it, it's
21 still a spectacular course.

22 MR. DEVINE: I honestly was thinking of the
23 physical outdoor. I just focused on the golf
24 course. I agree with you. That makes more sense.

25 CHAIRMAN SMITH: If I can explain what my

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1 five is. I think the golf course is probably a six.
2 The reason it's a six is it's a challenging
3 executive golf course to play. Are GGA person
4 indicated that. It's target golf. So for an
5 average golfer it's difficult to play. Whereas, our
6 competitor, Kings Beach, is very flat and anybody
7 can play. A novice could play and a beginner could
8 play. Our Mountain Golf Course is very difficult
9 for a beginner to play.

10 So that's why I make it a little lower.
11 Its condition is excellent, well maintained, and, of
12 course, our facility, which you saw, is probably a
13 four, so that's why I gave it a five.

14 MR. HUSSERL: Is the Championship Golf
15 Course where you want to attract your single --

16 CHAIRMAN SMITH: And we have no practice
17 facilities at Mountain. There's no chipping,
18 driving range and so that's why it's lower.

19 MR. HUSSERL: Shall we call it a five?

20 CHAIRMAN SMITH: It has nothing to do with
21 the greenskeeper.

22 MR. HUSSERL: So five or four. What about
23 service? Kendra has service at a nine.

24 MR. CALLICRATE: I would say eight and a
25 half, nine.

1 CHAIRMAN SMITH: Yes.

2 MR. DEVINE: I went with eight but I'm good
3 with nine.

4 CHAIRMAN SMITH: Our staff there is very
5 friendly.

6 MR. HUSSERL: Community perception, Kendra
7 has this as a nine.

8 MR. DEVINE: Eight.

9 MR. HAMMEREL: Seven.

10 MR. CALLICRATE: Seven.

11 CHAIRMAN SMITH: Seven.

12 MR. HUSSERL: Okay. So let's talk about
13 critical issues. In fact, I'll go back to -- so
14 Jim, you alluded to one critical issue which relates
15 to the difficulty of the course and whether or not
16 you're able to attract enough beginner or very
17 average golfers in a target golf environment.

18 CHAIRMAN SMITH: And the GGA study was
19 right on in that softening up the greens and
20 cleaning the underbrush out so the balls don't get
21 lost as much, you know, a clear pass from the tee to
22 the greens. And I think it would also be helpful --
23 we talked about this during the capital improvements
24 tour. I don't think anybody was here except for Jim
25 and Bill, maybe putting up practice nets where

1 people could at least warm up. Yeah. Because they
2 go out there cold and they're trying to play and the
3 first hole is a target shot into a small green and
4 they're spraying balls right and left. That's just
5 an opportunity.

6 And then, of course, the clubhouse, you
7 know, has been an issue and we have discussion from
8 the community for a long time you know, what do we
9 do there.

10 MR. HUSSERL: What's wrong with the
11 clubhouse?

12 MR. CALLICRATE: The function and flow. I
13 worked there two different summers. The food and
14 beverage aspect is a nightmare. It's just very
15 dated. The years it's changed from its original
16 inception to what it's being used for now. There's
17 a potential to have a beautiful deck that's been
18 repaired so many times and put -- you know, the
19 whole building has not had appropriate maintenance
20 in its lifetime so it's long overdue for severe
21 overhaul or actual replacement.

22 I went on the tour as a candidate when
23 Chairman Wolf was there and there was five different
24 proposals. And then there were, like, 5-A, which is
25 the top of the line do everything, have cart storage

1 underneath, have the practice nets, as Chairman
2 Smith was saying, things of that nature.

3 And it's kinda like if we're going to have
4 that facility up there, we owe it to the community
5 to have the best that we can afford. That's the
6 best, "that we can afford." Let's not go berserk
7 but get the golfers involved to make sure that
8 what's built up there makes sense for the people who
9 will use the facility, you know, and is ADA
10 compliant, which that building is not.

11 There are just a lot of issues. And if
12 people want to get a snack, they have to walk
13 upstairs or they have to go to a makeshift
14 situation. It is problematic in the way it's set
15 up.

16 MR. HAMMEREL: One of the most important
17 issues that wasn't mentioned was the current
18 clubhouse is not ADA approved. That will need to be
19 addressed at some point in time. I agree with
20 everything that Tim said.

21 I think that there's a particular audience
22 for this course. I think that there's a particular
23 use for this course and it's probably up to this
24 district to define or figure out what that -- who
25 that audience is and what the purpose for this

1 course is that we can -- that we can maximize on it.
2 You know, when you compare the Mountain course to
3 the Champ course, if you're a serious golfer, you
4 want to come to the Champ course.

5 MR. BISHOP: Define the audience and what
6 else?

7 MR. HAMMEREL: And the purpose. So I think
8 that we may exclude a lot of people coming up to the
9 Mountain course just because they're serious
10 golfers. So what does that mean for the Mountain
11 course who maybe we're taking a less serious golfer,
12 maybe someone on a time restriction or doesn't feel
13 they have enough confidence to play the Champ course
14 or not enough money to play the Champ course. So
15 the Mountain course is sort of an enigma, along with
16 the GGA study that we got we can take some time to
17 define what will work in that place.

18 MR. HUSSERL: One of the challenges may be
19 that if you're looking at beginner golfers and they
20 show up and find it so difficult and get so
21 frustrated, you don't get the repeat customers.
22 They're not going back to lose a dozen balls.

23 MR. BISHOP: You mentioned underbrush,
24 softening of greens. What's that category?

25 CHAIRMAN SMITH: Golf course maintenance.

1 MR. HUSSERL: And design too, right?

2 CHAIRMAN SMITH: Design and maintenance.

3 MR. HUSSERL: Do you have goals in terms of
4 how many golfers you're trying to attract?

5 MR. PINKERTON: We're updating that too.

6 CHAIRMAN SMITH: If I may address this, we
7 were in a food and beverage where we had one
8 employee working from 8:00 to 4:30 and so from that
9 time the kitchen was open and the grill was
10 operating. And then they would go home and then,
11 really, the kitchen was closed after 4:30 and they
12 ran out of the little cooler of sandwiches and
13 stuff.

14 So folks that got out of work -- and it
15 doesn't get dark until 9:30 in the summer -- there
16 was no food and beverage service other than
17 grab-and-go. I don't know if you tested that.

18 MR. PINKERTON: We did during Wine and
19 Nine, but during the budget process and during this
20 we wanted to have more dialogue about the trade
21 offers on that.

22 CHAIRMAN SMITH: The people playing golf in
23 the afternoon would like a draft beer and maybe a
24 hot sandwich, you know. Hot dogs weren't even
25 available. And then the events that we've had there

1 have been sold out. I tried to play the Nine and
2 Nine event several times and it was sold out. So
3 when we do events in the market, it seems like we do
4 get a lot of activity.

5 I think the other issue that's a critical
6 issue is signage and visibility of the property is
7 -- needs improvement. We don't -- and Steve, I
8 think you mentioned this to me as well. On the
9 highway we don't -- Brockway Golf Course is right
10 there and everybody sees it as they come in. I
11 don't think people see the property as they're
12 coming up Mount Rose. I know it's Golfer's Pass but
13 sometimes I have to figure out how to get there.

14 And when Mark McCloskey did his
15 presentation for us late last winter, we were
16 talking about investing in marketing to draw people
17 here to tell them we are here and we were looking
18 for investment in that area.

19 MR. PINKERTON: We kept Robert on over the
20 wintertime to do more planning for the marketing.

21 MR. HUSSERL: A question about food and
22 beverage -- and this question could probably apply
23 to multiple venues -- are you doing your own food
24 and beverage at the Mountain course or outsourcing
25 it and does that need to be addressed?

1 MR. CALLICRATE: It needs to be addressed
2 for the whole district, at all venues, because we're
3 in-house here and at the Mountain course. And then
4 at other venues we have a mixture or we have sole
5 vendors.

6 MR. BISHOP: How does that work out, the
7 vendors?

8 MR. CALLICRATE: The two vendors, one for
9 beverage and one for, basically, the food, runs
10 catering and spirits and cigars and have been very
11 well received by the community. And we've been able
12 to actually get money back as opposed to losing
13 money or just breaking even. I don't know what the
14 actual numbers are.

15 MR. BISHOP: Do they feel good -- I mean,
16 it sounds like you feel good about them. How do
17 they feel?

18 MR. CALLICRATE: There's mixed reviews from
19 one of our vendors because he's getting the
20 impression that he's being phased out without it
21 being discussed with him, and I don't think that's
22 an appropriate way for a partnership to work; so
23 there's a perception there that needs to be
24 addressed.

25 If we're going to be good partners with
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1 members in our community, they need to know that
2 they are welcome at the facilities that they
3 themselves as taxpayers have helped to fund and
4 that's critically important.

5 And nothing against our own in-house food
6 and beverage, Bill, and his team do a great job for
7 what they're allowed to do, but I think that that's
8 a discussion that we as a board need to have because
9 some of our -- many of our local restaurants and
10 local caterers and local vendors in food and
11 beverage feel that they're at a direct disadvantage
12 because they are coming from the outside. And in
13 the past contracts have been written to where
14 they've been barely able to make a profit.

15 It's not to give them the work, just hands
16 down, but we need to realize if we're trying to seek
17 outside vendors for our particular areas that we
18 need to be much more welcoming business-wise.

19 MR. BISHOP: It seems to me like you have a
20 lot of resources in this community, resources and
21 brain power.

22 MR. CALLICRATE: We do.

23 MR. BISHOP: It seems like it should be a
24 better marriage.

25 MR. HAMMEREL: I don't disagree with Tim

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1 entirely. I think we've found successes when we've
2 outsourced food and beverage, but personally I think
3 we need to tackle it on a case-by-case basis. To
4 have a blanket overarching, district-wide
5 outsourcing of our food and beverage may not make
6 sense. There are some venues where we're perfectly
7 profitable with our food and beverage.

8 MR. HUSSERL: So the question is looking at
9 this and saying does it make sense outsourcing
10 versus inside.

11 CHAIRMAN SMITH: So are we're talking about
12 food and beverage across the district or just the
13 golf course?

14 MR. CALLICRATE: Just stay with the golf
15 course.

16 CHAIRMAN SMITH: What are the critical
17 issues, though, since I've been on the board is
18 never defined in our financials how much are food
19 and beverage doing. If we look at our financials we
20 don't know how much food and beverage is
21 contributing to the Mountain Golf Course if we were
22 to look at our financials today and whether or not
23 it's profitable at the Mountain Golf Course. I
24 don't know. I've never been able to tell.

25 Hopefully, we'll -- we've had some

1 discussions about it with our new financial program
2 but sales and services is all grouped into one
3 category, whether it's retail, green fees, food and
4 beverage, it's all in one number. And I don't know
5 how the golf shop is doing as opposed to lessons as
6 opposed to green fees as opposed to food and
7 beverage. So it's hard for us as a board to say
8 this is working or not. We're looking at was the
9 food hot and the beverage cold and was it served
10 right.

11 MR. HUSSERL: That's a great point and it
12 ties into supporting plans. So as we think about
13 these businesses, the supporting plan, for example,
14 Gerry in finance would be okay, how can we break
15 those numbers apart so that we can better assess
16 revenues and profitability by the golf shop, by food
17 and beverage and to really run it like a business.

18 MR. CALLICRATE: That's critical for the
19 community in general, not just the board. That is
20 what the community has been demanding and asking for
21 for several years. And for whatever reason, that we
22 haven't been able to give the exact breakdowns
23 within each sub department, and it sounds like with
24 the new software that we have we'll be able to do
25 that. Hopefully, much sooner than later, because

1 that -- this is all going to help us in establishing
2 the benchmarks for each and every one of our
3 facilities where appropriate.

4 MR. HUSSERL: Right.

5 MR. DEVINE: Jeff, can I ask a question?
6 I'm struggling with this whole process a little bit.
7 It seems to me that -- I'll just speak for myself --
8 that I think we're supposed to be working towards
9 this big overall kind of plan and then let the
10 operations side dig into the weeds.

11 But myself included, we keep falling back
12 into the weeds. We should be able to get through
13 this on the green, say, for instance, that the
14 Mountain course should be beginner friendly, that we
15 should be trying to drive that demographic to that
16 golf course, that we'd like food available, food and
17 beverages the whole time they're there, and we want
18 a clubhouse that works for that group, and we'd be
19 done with the discussion, for instance, but we keep
20 -- we keep talking back into other stuff.

21 So am I misunderstanding the process or --
22 which I'm fine with. I just don't know.

23 MR. HUSSERL: That's a fair criticism and I
24 think you're spot on.

25 MR. BISHOP: These are probably more in the
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1 area of operational goals. But what you talked
2 about are more than priorities. There's --

3 MR. DEVINE: Again, I'm saying I'm just as
4 guilty. Each of us has our own things where it's
5 like -- and this is how we could make it better.
6 I'm not sure if that's what we're supposed to be
7 doing today. That's where I'm confused.

8 MR. HUSSERL: We need to make it more
9 beginner friendly versus target golf.

10 MR. DEVINE: And you guys are comfortable
11 with that?

12 MR. EICK: Yes.

13 MR. HUSSERL: The clubhouse has to become
14 ADA compliant and it needs to also be more efficient
15 for food and beverage services. And then you've got
16 some marketing issues around signage and marketing
17 of the course. Finally, you have financial
18 information around splitting things up and I think
19 we've hit it. Do we have any other issues around
20 the critical issues around the Mountain Golf Course?

21 MR. BISHOP: What he talked about is the
22 priorities, big buckets. This is getting into some
23 details. Everybody okay with that?

24 CHAIRMAN SMITH: That helped us get there,
25 so that's good.

1 MR. DEVINE: The feedback is we're doing it
2 exactly right. That's all I'm trying to get.

3 MR. HUSSERL: We have the tendency to fall
4 back into weeds and we have to be careful about it,
5 so your comment is spot on.

6 CHAIRMAN SMITH: When the general manager
7 gives us some specifics, it helps you.

8 MR. PINKERTON: It does. I was about to
9 say literally there's been money not set aside for
10 the weeds because there wasn't specific direction to
11 do it. The reality is -- there's more issues with
12 the play because somebody didn't just say don't you
13 dare cut that out of the budget. Let us put three
14 people instead of one person in on weeds. So
15 literally it's good to hear the weeds.

16 MR. DEVINE: I stand corrected.

17 MR. BISHOP: Give me those four buckets
18 again.

19 MR. DEVINE: Beginner friendly, because
20 that covers a lot of different things. We might
21 redefine that somehow. Clubhouse appropriate. We
22 have to do something with the clubhouse but it
23 doesn't make sense to make it the Taj Mahal.

24 MR. BISHOP: You're getting into details
25 too.

1 MR. DEVINE: I told you I was just as
2 guilty. I was not being sarcastic.

3 MR. HUSSERL: So beginner friendly and
4 clubhouse design.

5 MR. PINKERTON: Which needs to be looked at
6 in the context of where we do the entire master
7 plan.

8 MR. DEVINE: Available beverages. I guess
9 you could say for the entire time it's open.

10 MR. HUSSERL: Food and beverage.

11 MR. DEVINE: Yes.

12 MR. PINKERTON: Level of service.

13 CHAIRMAN SMITH: Practice.

14 MR. HAMMEREL: Marketing towards the --

15 MR. DEVINE: Driving the right demographic,
16 the correct demographic.

17 MR. HUSSERL: That's a marketing issue.

18 MR. DEVINE: That might be an unfair way to
19 put it. I mean, I love playing.

20 CHAIRMAN SMITH: Practice and financials
21 and warm up.

22 MR. HUSSERL: Let's make sure we have this
23 right. Beginner friendly, issues with the
24 clubhouse, availability of food and beverage,
25 marketing to the right demographics, the right

1 customers, and finally building to evaluate the
2 business by breaking apart the financials.

3 Are we missing anything?

4 MR. BISHOP: The operational goals, then,
5 would be a subset of that.

6 MR. HUSSERL: Management will make action
7 steps on what we will do. Makes sense. All right.
8 Onward and upward. Championship Golf Course.
9 Kendra is nine across the board. Physical
10 resources, Bill, Championship course?

11 MR. DEVINE: I went with a seven. I was
12 focusing on the golf course.

13 MR. HAMMEREL: Eight.

14 MR. CALLICRATE: Seven.

15 CHAIRMAN SMITH: Seven.

16 MR. HUSSERL: Looks to be about a seven.
17 Service delivery. Nine from Kendra.

18 MR. DEVINE: Nine.

19 MR. HAMMEREL: Nine.

20 MR. CALLICRATE: Eight and a half. Because
21 I'm difficult.

22 CHAIRMAN SMITH: I'm good with nine.

23 MR. HUSSERL: That sounds like a nine.

24 Finally community perception of the Championship
25 Golf Course. Nine from Kendra.

1 CHAIRMAN SMITH: Depends on which golfer.

2 MR. DEVINE: Nine.

3 MR. HAMMEREL: Eight.

4 MR. CALLICRATE: Eight.

5 MR. HUSSERL: What do you mean by that,
6 Jim?

7 MR. SMITH: Some of them are a more little
8 more critical than others.

9 MR. HUSSERL: All right. The PGA
10 professionals that pick up the condition of the
11 green and what have you.

12 Championship course, what are some of the
13 critical issues?

14 MR. CALLICRATE: Well, from what I've heard
15 as a non-golfer but what folks said is we spent a
16 lot of money on renovation of the course and we've
17 been dumping lots of sand on every year to try to
18 build up what wasn't done in the renovation. I
19 don't know. Michael can clearly speak to that and I
20 guess the GGA golf study came up with a maintenance
21 issue. There were still drainage issues where turf
22 had failed and things of that nature.

23 You know, it gets back to if we're going to
24 spend this money, let's do it right the first time,
25 so there are maintenance issues with the course

1 itself.

2 MR. HUSSERL: Primarily on drainage?

3 MR. DEVINE: Some drainage.

4 MR. CALLICRATE: Yeah, which affects --
5 clearly we're in a unique environment.

6 MR. BISHOP: Maintenance in general or
7 drainage?

8 MR. DEVINE: If I can add on. If you don't
9 mind, Tim, being a golfer when the greens were
10 redone and first installed, they were -- when they
11 came back, the feedback was these things are like
12 concrete. The feedback we were getting was that
13 they would soften up over a couple of years. Well,
14 honestly, they have not.

15 MR. EICK: I think the best way to do it is
16 consistency of course conditions. It will -- the
17 critical issue, I think, consistency of the course
18 conditions.

19 MR. HUSSERL: What else?

20 MR. CALLICRATE: I was going to say in this
21 building what the initial concept was and what the
22 end result was are kind of never the twain shall
23 meet. So there are some serious issues with this
24 facility and how it operates and serves its
25 customers.

1 And just in the construction of the
2 building, the fact that we can't even bring in a bus
3 to park under our porte cochere because it's too
4 low. I mean, I don't want to get into the details
5 but there are many design constrictions in this
6 facility that hamper it from operating as optimally
7 as it could. Then there's the whole pricing issue,
8 which is completely skewed for the local.

9 MR. HUSSERL: Tim, elaborate, if you would,
10 on what you meant by the original idea of what it
11 was designed for and it hasn't been able to meet
12 that.

13 MR. CALLICRATE: It was an arbitrary figure
14 bandied about by the board that I happened to be on
15 and it was for talking purposes. And that became
16 sacrosanct in some people's minds and constricted
17 future boards. So \$4.3 million was the magic number
18 and then it went to 4.9 and then it decided with the
19 additional of all the other golf course activity
20 raised the price quite a bit, so a lot of corners
21 had to be cut to stay at that \$4.3 million original
22 price tag.

23 It hampered the opportunity to really make
24 this as flexible as it needed to be and not have the
25 kitchens across the hallway and the use of interior

1 finishes and the fact that these walls don't go back
2 into an area that they should so they stick out in
3 the middle of the room and, consequently, Cathy
4 can't sell it because it's a nice ugly feature.

5 MR. BISHOP: So the building design and?

6 MR. CALLICRATE: Design and function.

7 MR. HUSSERL: Does that mean that you can't
8 have meetings as large as you might like and some
9 customers go elsewhere?

10 MR. CALLICRATE: No. It makes it more
11 problematic for the functions we do have in here for
12 food and beverage to give -- and they do a great job
13 but they're still -- they have to work almost twice
14 as hard to do it as well as they could, had the
15 building been built properly.

16 Again, people when they come in -- say we
17 have a bus of some school kids that wanted to come
18 up here for a dance and it happens to be inclement
19 weather. They have to park outside the porte
20 cochere.

21 Plus it's a flat roof, there's no
22 wood-burning fireplace in the grill. It took them
23 five years to cut a hole in the bar to allow people
24 to come out and serve from behind the bar, just
25 things like that. The kitchen themselves were not

1 designed properly.

2 Talk to the folks downstairs in the pro
3 shop. The way it's set up and there are issues with
4 maintenance in the building with leaks and things.
5 There's water still running through the basement
6 because of a stream that's around here that wasn't
7 properly diverted. These are issues that should
8 have been taken care of when the building was
9 constructed. For whatever reason, they weren't.
10 That's just how it is.

11 MR. BISHOP: I think we have that.

12 MR. HUSSERL: Other board members?

13 Comments?

14 MR. HAMMEREL: I would say the comment I
15 hear from the community is -- always revolves around
16 the grill, the restaurant. It sits vacant and
17 unused in the winter months. Other people say it
18 needs to be because we compete with local
19 businesses, so it's a controversial subject. I
20 don't know what needs to happen with the grill.

21 In addition, I hear the same stuff that Tim
22 just mentioned about the design and function of the
23 building. It's out of whack with the expectations
24 of our residents.

25 CHAIRMAN SMITH: In terms of the golf, the

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1 golf course plays well. Sometimes the greens are
2 too fast. I brought somebody up here last year and
3 the greens was so fast that it slows play down which
4 reduces revenues and it makes it difficult to --
5 Trustee Devine mentioned that.

6 In terms of facility, you know, I agree
7 with Trustee Hammerel in that we have an
8 under-utilized facility that's not being used
9 enough. And I'd like to see this grill -- I think
10 the former board voted five to zero to utilize this
11 grill and utilize the space on a year-round basis
12 whether we use public or private partnership or not.

13 I think also pricing for the Chateau for a
14 resident to -- and Trustee Callicrate, you can chime
15 in on this. But if I wanted to rent this place for
16 my family and have an event here, in the history it
17 was a lot better value than it is now, and I think
18 we're pricing it too high and it doesn't get
19 utilized enough. I think it's --

20 The other thing is that Jeff and Charlie
21 and Mike remember is the location where they have
22 weddings between the 18th green and the next tee
23 box. And all these carts are driving by for them to
24 take pictures and there's no location, really,
25 outside on the property for them to have a safe

1 place to have a wedding that's intimate and private
2 and spiritual and whatever they want to do because
3 they have golf carts driving through right down
4 below here. You can hit a shot and hit a ball into
5 a wedding. I could probably do it. And I think
6 Michael's trying to -- at least what he shared with
7 us, he was trying to make that work. So that's --

8 MR. BISHOP: So consistency of the course
9 conditions and building and design and function,
10 there's a lot of subsets of that. What else? What
11 are some major properties?

12 MR. HUSSERL: You seem to have some longer
13 term issues and issues that need to be addressed
14 immediately. For example, if there's a leak and
15 there's water coming in, that's gotta be addressed
16 and that's more of a short-term issue.

17 MR. CALLICRATE: That's a very, very costly
18 immediate concern because that involves foundation
19 work and it's much bigger than just a short-term
20 fix.

21 MR. HAMMEREL: I would also bring up the
22 underutilization of the venue in the wintertime.
23 Just like we were looking into at Diamond Peak, we
24 should probably do a study on what can be done with
25 this facility in the wintertime. I know there's

1 been talk of having a sledding area down near the
2 driving range if we have snow. If it's like this
3 year or the past three years where we don't have
4 snow, perhaps opening up the driving range in the
5 wintertime might work. We'll just make sure that we
6 have maximizing the usage of our venue 12 months out
7 of the year.

8 MR. CALLICRATE: Going back to how we rated
9 it, though, for the most part I think for the golf
10 course proper things seem to be going pretty well.
11 So while we might have our own particular things
12 with the building -- and I don't play but others
13 that do play, those course issues, I think for the
14 most part with what there is here Michael and his
15 team have done an exceptional job.

16 And most of the community seems to feel
17 that same level is there but, you know, if we're
18 gonna have it, let's make sure we address these
19 other issues and do it right and fix those problems
20 so we don't have them continuing for future boards.

21 CHAIRMAN SMITH: If I may, I want to add
22 food and beverage to this location as well because
23 I've had folks in the community say we get here in
24 the morning and there's no breakfast or they'll play
25 the twilight round and finish up around 8:00 and

1 food and beverage has winded down so there's not
2 service for them. There's a group that plays every
3 Thursday and they have to leave here and go to a
4 restaurant, where they'd rather sit here and talk
5 about their scores and relax and the food and
6 beverage has been inconsistent as to when they're
7 open.

8 MR. HUSSERL: Right. So it begs the
9 question whether or not there's an opportunity in
10 this venue to consider outsourced food and beverage,
11 which might address the issue of the seasonal lack
12 of use of the grill and it would be up, potentially,
13 to the vendor to market it and generate customers.

14 CHAIRMAN SMITH: Right. And I think in
15 speaking of this, Jeff and Charlie, I think in the
16 community over the time period I've lived here it's
17 been we can't market food and beverage because we're
18 competing with the other restaurants and we don't
19 stay open as late.

20 Therefore, we're not delivering what the
21 customer wants when they're here and we have paired
22 it down to a point where it's not working very well.
23 And I personally would like to see it open
24 year-round and even doing a public-private
25 partnership myself. I think that would work.

1 MR. DEVINE: One thing, if I can throw in
2 real quick, we talked about the Mountain course is
3 more towards the beginner or more casual approach.
4 Even though the Championship course is -- in some
5 ways you can say yes, it's geared to a higher level
6 golfer, I would say that we continue what has been
7 already done here, which is forward tees that
8 they've done to accommodate a golfer that isn't more
9 towards the scratch, that's more of a medium and
10 even a pedestrian-type golfer, if you will.

11 I think we don't -- I would just say we
12 don't want to be exclusive to the Championship-type
13 golfer that we would want to continue the programs
14 already in place and recognize that and market it
15 that way.

16 MR. HAMMEREL: One thing that's always
17 driven me crazy about Incline Village is the main
18 drag as you come off Mt. Rose Highway is Country
19 Club and a lot of people have the notion that the
20 Champ course is private and it's a private course,
21 it's a country club. And --

22 MR. DEVINE: Change the name of that
23 street.

24 MR. HAMMEREL: So we need to call Washoe
25 County and change the name of the street. So I

1 don't know what we need to do in terms of marketing
2 to kinda reconcile that impression that people have.

3 MR. DEVINE: To your point I know when
4 you're coming in there's usually a big banner up
5 there that says "Open to the public." And that's
6 critical to golfers because you're right, if they
7 think it's private, they won't even check it out.

8 MR. HAMMEREL: I agree that's exactly the
9 type of message that we need.

10 MR. CALLICRATE: Charlie, with the
11 marketing and signage, that applies to both, you
12 know, both courses. But Steve, we have an
13 opportunity at either end and we used to have it at
14 the west end of the Champ course as you go up
15 Northwood. We have the IVGID symbol that used to be
16 there in the landscaping on the hillside.

17 And I've heard from several people just
18 this year that that's going to be coming back. I
19 don't know what the reasoning was taking it out, but
20 for God's sake, we need a sign at either end of that
21 course on the main drag that says "Championship
22 course," you know.

23 CHAIRMAN SMITH: On 28?

24 MR. CALLICRATE: Yes. Clearly, it's a golf
25 course when you drive by, but people are like what

1 is that?

2 CHAIRMAN SMITH: We put up a vinyl sign.

3 MR. CALLICRATE: Hopefully, it would
4 eradicate those sagging beautiful signs that we have
5 between the trees. And if this is the best we can
6 do, folks, then we have a long ways to go. It's a
7 minute point but, again, the community here pays top
8 dollar to maintain what we own. And if that's the
9 best we can do, then we have to take a huge step
10 back. This community deserves to have better
11 facilities.

12 We don't have to go out and put gold-plated
13 signage, but something that states this is one of
14 our signature facilities. Let's show it off. And
15 the same -- in fact, our entrance signs, but that's
16 a whole other ballgame.

17 MR. HUSSERL: Management group, are we
18 measuring what the goals are for golfers on the
19 course and are we exceeding it or meeting it?

20 MR. EICK: For the Champ course we're very
21 much on target for our rounds. One of the
22 challenges in both courses is to what degree within
23 that user count is a mix of residents and outsiders.

24 So at the Championship course we've always
25 had the challenge of local use versus outside use.

1 MR. PINKERTON: Versus club use.

2 MR. EICK: Versus club use. I think we've
3 done a better job in the last few years of finding
4 balance for that. But it is one of the issues that
5 we deal with because each of those groups also pays
6 a far different price to play and so that enters
7 into the financial resources that are available.

8 Moving back to the Mountain course, we've
9 aspired to a greater degree of utilization than
10 we're getting. There's questions about have we
11 marketed it well enough to get in front of enough
12 people to get the number of golfers that we should.
13 Are we discouraging them through price or
14 encouraging through programming.

15 So, you know, I think this whole issue,
16 critical issue of marketing and who are we putting
17 ourselves in front of and how are we inviting them
18 to utilize our facilities is a very good question.
19 Quite honestly, we have an awful lot of information.
20 We just have to settle on what is our strategy and
21 how are we going to execute it and that,
22 unfortunately, has been inconsistent.

23 MR. HUSSERL: As your team starts to look
24 at these action steps, that whole combination of
25 pricing and marketing is very important and so you

1 need to determine is it priced right? Does it need
2 to be higher or lower, both for Mountain and
3 Championship courses.

4 MR. PINKERTON: We have a lot of
5 information we're pulling together on that right
6 now.

7 MR. CALLICRATE: I was going to say that's
8 critical for the board, because we need to know and
9 the community deserves to know just how much it
10 costs to run one golfer out on the golf course
11 taking into account all of the variables, all the
12 things, marketing, maintenance, all the other
13 aspects and administrative and that and get a true
14 cost of per-round play on both courses and then how
15 many residents wanted to use the course and what
16 they should be charged and how many -- what's the
17 minimal number of tourist rounds that it's going to
18 take to supplement.

19 I don't think that that information has
20 ever been clearly delineated for the community and
21 it makes it difficult because, you know, folks
22 here -- at one point people were golfing at \$15 a
23 round when you figured out how many times they were
24 using their pass, and then other people couldn't get
25 on the course the entire season.

1 So it's huge because this is our premier --
2 aside from the beach our premier summertime activity
3 for the community.

4 MR. HUSSERL: I hear you saying financial
5 transparency is important.

6 MR. CALLICRATE: Huge.

7 MR. HUSSERL: Especially for the community.

8 MR. HAMMEREL: I have seen the reports that
9 Gerry puts out, so we know exactly what it costs to
10 put a single golfer out on the course. We have
11 those reports.

12 What my question is and what I'm hearing
13 from Gerry and from Steve is you've been given
14 different direction, or inconsistent direction. So
15 if we're all sitting here at this point, give us a
16 question that we can attempt to answer.

17 MR. PINKERTON: Well, I think part of it is
18 in implementing the GGA playbook we've gotten some
19 additional feedback and we're particularly -- a lot
20 of this comes down to yield management, which is the
21 whole question of how much do we charge outsiders,
22 members, club members, what is the mix between those
23 people. And we're really going to work hard this
24 summer to find what we think is a good blend and
25 report back to you on that and say, look, we've gone

1 through the yield management. We now are doing this
2 level of mix between outside, inside, clubs and here
3 is the cost.

4 The other thing we are doing is sharpening
5 our pencils one more time and taking a very hard
6 look at costs, and we'll be talking to you about
7 that during the budget. We're just getting all the
8 information in right now but I think we're getting
9 closer. I think we're still short of a little data
10 to provide to you to be able to give you a better
11 idea of what is the balance between -- between
12 service, course condition and mix of golfers.

13 We think we have a good feel on what
14 service needs to be. We need some more dialogue
15 about conditions and then after this summer we can
16 give you a much better idea of what we think our
17 yield management could be, and are you comfortable
18 with the service and revenue balance.

19 Does that make sense?

20 CHAIRMAN SMITH: Steve, could you please
21 speak to the recent investment we're making with the
22 consultant and what that plan is based on our team
23 and what the goals are there.

24 MR. PINKERTON: We actually brought on two
25 different consultants. We brought in one who has a

1 lot of experience in Alpine areas and then we've got
2 one coming in now that's got a lot of experience in
3 the Sacramento region and a lot of experience
4 running semi-public golf courses and a lot of
5 understanding in yield management.

6 And we're just now looking through the
7 draft study from Borders and then I'm anticipating
8 with the person on the region, we're going to be
9 getting some additional information from him and
10 then bringing him on on sort of a retainer during
11 the summer to help train our staff to do better
12 yield management and better staffing levels.

13 So we're going through a lot of scrutiny.
14 They've taken a look at what's worked with the GGA
15 study and what didn't, and so we're trying to bring
16 all the expertise in. At the end of the day, it's
17 the balance of service versus cost.

18 MR. CALLICRATE: So to Jim's comment, do we
19 have the exact, like, bare-bones cost that it takes
20 including all of the peripherals, all of the stuff
21 for one round of golf regardless of whether it's a
22 local or it's a visitor or whatever? Is it \$76 per
23 person? Is it \$68.50.

24 MR. EICK: I can tell you yes, we do.

25 MR. CALLICRATE: Okay. That's what I --

1 MR. EICK: I wouldn't get into details, I
2 promised Charlie. Yes, we do. Very quickly for the
3 point of that, with that we're gonna have some
4 people who will pay that plus more and others will
5 pay less than that. And this whole question of mix,
6 how many times do we want to have a tourist round
7 with a profit versus a resident round that has a
8 loss? How many can you tolerate of each to be happy
9 and that's what we have to work on.

10 CHAIRMAN SMITH: Adding one more thing, our
11 former golf manager who left a year ago or so, we
12 had lunch. And I think what's critical to all of
13 these things, including this one, is our golf
14 manager should know the P&L, how to -- should be
15 working on the P&L, understanding the P&L on a
16 weekly regular basis and having input.

17 In the past our culture has been not -- I
18 mean, I spoke to our new golf manager and our old
19 one and they don't understand how to manage a P&L
20 and to make it work. I don't know if it's our
21 financial reporting, but I think part of what we're
22 doing with our new golf manager with the consultant
23 is teaching them, because they know how to do
24 service, how to run the operation efficiently in a
25 productive manner, almost like it's a business. So

1 I think that's something we're working towards.

2 MR. PINKERTON: And it's been specifically
3 addressed in the study.

4 MR. HUSSERL: I would say specifically an
5 action step is the finance group needs to work
6 closely with Michael to make sure that he does
7 understand, just not when the consultant leaves, but
8 that this becomes built in and that he's a business
9 manager. Golf's a business.

10 MR. BISHOP: Our overall sense is that
11 we've identified critical issues and priorities.
12 We've also got into what I would say are operational
13 goals. Do you guys feel comfortable knowing what
14 the priorities are and then these are subsets.
15 We'll further draft those for you.

16 MR. PINKERTON: It's all very helpful.

17 CHAIRMAN SMITH: Is the board okay with
18 that?

19 (To the Reporter) How are you doing?

20 THE REPORTER: We can take a break at a
21 natural break point.

22 CHAIRMAN SMITH: Let's take a break.

23 (Recess taken.)

24 CHAIRMAN SMITH: Call the meeting back to
25 order.

1 MR. BISHOP: We're going to talk about the
2 Village Green. Here Kendra's rating on Village
3 Green. Seven, seven, and five. Those are her
4 ratings.

5 MR. DEVINE: Wow.

6 MR. BISHOP: What's that?

7 MR. DEVINE: I just said "Wow." Well, mine
8 are two, two and five, so that's where my "Wow"
9 comes from.

10 MR. HAMMEREL: I put eight, eight and nine.
11 What am I missing here?

12 MR. DEVINE: Have you ever played soccer?

13 MR. HAMMEREL: I haven't. I'm only there
14 for one reason.

15 MR. CALLICRATE: I gave it a three, three
16 and a five.

17 MR. BISHOP: Jim?

18 CHAIRMAN SMITH: I've got a three, four,
19 five.

20 MR. DEVINE: So Trustee Hammerel can
21 understand where I'm coming from, he and I were on
22 the Village Green at the same time when he was there
23 with his dogs and he was probably looking at it from
24 a dog point of view. I was there with the high
25 school cross-country team barefoot, and I almost had

1 to cut off my foot. I'll let you imagine what was
2 happening.

3 CHAIRMAN SMITH: That's the most critical
4 thing to talk about.

5 MR. HUSSERL: What was the purpose of the
6 Village Green?

7 MR. DEVINE: The original purpose was not a
8 dog park.

9 MR. CALLICRATE: It was a community
10 recreation venue that could include but not be
11 exclusive to soccer, flying kites, picnics, you name
12 it. It was kind of the main open green space for
13 the community.

14 MR. EICK: It was intended to be an open
15 green space.

16 MR. CALLICRATE: And then a former board,
17 which I'm familiar with, did the renovation and
18 tried to put in two-level soccer fields, which kind
19 of got a little tilted over the years but there are
20 two soccer fields that we put in.

21 And there are ongoing drainage issues as
22 well as we're in the middle of two stream zones, so
23 there's one kind of gigantic stream zone over there
24 and that's created issues with dog, no-dog. And
25 this former board said let's have a temporary dog

1 park opportunity there. That's been a temporary dog
2 park for almost 15 years.

3 And it's unfortunate because it's kids
4 playing soccer, people playing lacrosse, families --
5 running teams, things of that nature, don't do well
6 at a dog park where not all the owners are as
7 responsible as Trustee Hammerel here.

8 CHAIRMAN SMITH: Well, it's a full-time dog
9 park.

10 MR. CALLICRATE: Right. That's what I
11 mean. It's been a full-time dog park.

12 MR. EICK: If I was going to describe it,
13 I'd say the critical issues we have is conflicting
14 user needs.

15 MR. HUSSERL: Are there other dog parks in
16 the community?

17 MR. CALLICRATE: No. Well, into wintertime
18 the ski beach is a de facto dog park as well.

19 MR. HUSSERL: That doesn't go well with the
20 cleanliness mission we mentioned.

21 CHAIRMAN SMITH: Mr. Pinkerton gave a
22 presentation on a dog park.

23 MR. PINKERTON: And it doesn't meet any of
24 the standard criteria that you would want for a dog
25 park. Doesn't have a large dog area, not a small

1 dog area. It isn't segregated from children's uses.
2 It doesn't have fencing or the right kind of
3 material on the ground for handling all the use of
4 dogs, so it's a challenge.

5 MR. HUSSERL: Okay. Tim, you were talking
6 about stream. Could you elaborate?

7 MR. CALLICRATE: Third Creek and Incline
8 Creek are on either side. I think Third is on the
9 west side and Incline Creek is on the east side, or
10 it's reversed. I don't remember the exact -- which
11 is which.

12 MR. PINKERTON: They have both gone under
13 substantial renovation as well with the federal
14 dollars to restore them to their original pristine
15 condition.

16 MR. HUSSERL: They're causing drainage
17 problems?

18 MR. CALLICRATE: Well, just on the property
19 itself. I spoke with Brad Johnson, our senior
20 manager, and tried to get some idea of how much to
21 put in drainage and how long it would be closed down
22 and he said potentially a few hundred thousand
23 dollars. But it could be done on the existing
24 facility without, you know, completely tearing the
25 whole thing up and rebuilding it, which is what we

1 did the first time.

2 CHAIRMAN SMITH: The other thing is there's
3 no benches for anybody to sit down and people sit on
4 the -- sit on the planter boxes. No seating.

5 MR. CALLICRATE: There's no appropriate
6 seating and pathways, you know, that are -- right
7 now there are two dirt paths on either side of the
8 park and that's not a good way to do crowd control.

9 MR. HUSSERL: Traffic flow of people.

10 MR. CALLICRATE: Yeah, traffic flow.

11 CHAIRMAN SMITH: It's not the best venue
12 for drifting events. We do have brand-new restrooms
13 that will open soon.

14 MR. DEVINE: That's why it got a two.
15 Otherwise, I was going zero. It's a great location
16 and it is unfortunate that we have conflicting user
17 needs, because it would be -- to me, it should be
18 right behind our beaches as far as a gem in our
19 community. I mean, it's right central, right across
20 from the beaches.

21 CHAIRMAN SMITH: The bottom line is -- I
22 don't know if you agree with this -- we need a
23 separate dog park and we need to separate the two.
24 This needs to be a priority, I think. I could
25 imagine what it costs to deliver the service there

1 to maintain facility is unbelievable. We got this
2 multi-use on there.

3 MR. HUSSERL: Can it be a separate
4 location?

5 CHAIRMAN SMITH: I think we need to discuss
6 that.

7 MR. HAMMEREL: It has an upper and a lower
8 field, which poses some opportunities for kind of
9 segmenting usage based on the geography of it.

10 I can tell you from the guy who spends five
11 days a week at this facility that the user group in
12 question here has taken it upon themselves to make
13 it their home. And they have very strong opinions
14 about what happens or does not happen to their
15 quote/unquote temporary dog park.

16 For the most part, it's unfortunate that
17 Trustee Devine did not experience this, but for the
18 most part the cleanliness is self-policed. The
19 residents who do participate in this venue daily,
20 like myself, we do tend to pick up after and ensure
21 its cleanliness, even when visitors might not.

22 MR. BISHOP: It sounds like some people
23 don't.

24 MR. HAMMEREL: Some people might not. And
25 it's not perfect. It's not just because it's the

1 Village Green. Some people don't pick up.

2 MR. DEVINE: Even if 100 percent picked up,
3 it's still a conflicting user need. Even if you
4 pick it up, you shouldn't bring kids' soccer up
5 there.

6 MR. CALLICRATE: Because you can't pick up
7 the urine.

8 CHAIRMAN SMITH: It's not sustainable.

9 MR. DEVINE: Agreed.

10 MR. HAMMEREL: The problem that he -- maybe
11 Trustee Callicrate can shed light, because this is
12 before my time, but I think the problem that we ran
13 into was lack of space. Like we couldn't identify a
14 place here in town that was a suitable alternative
15 so we overlaid another layer of usage onto an
16 existing venue.

17 MR. CALLICRATE: One of the issues that
18 came up -- because we realized there were needs of
19 the folks that have, you know, dogs in the
20 community -- there was discussion at the time
21 because that's all part of the Incline Park parcel,
22 well, we couldn't go into where was gonna be the
23 proposed skating rink, which is now the Frisbee,
24 golf, you know, so the uses of that whole segment of
25 property have been changed.

1 So we're looking for alternatives now
2 because we realize that the skating rink isn't going
3 in. It's actually across the street from the
4 Incline Park parcel but it's considered part of
5 that, since we own it. But there might be an
6 opportunity to carve space out what is the Frisbee
7 golf since that was something that was done in the
8 last few years or some -- hopefully, there's an
9 opportunity somewhere in the community to look at
10 the best place for a bona fide dog park that's
11 easily accessible to people in the community that
12 the dog owners would be amenable to make it make
13 sense. Not to just do it and say here's your park,
14 end of story, because the people that use it need to
15 be involved in where is it going to make the most
16 sense.

17 CHAIRMAN SMITH: When we go to the
18 conversations -- we were there, Bill, Samantha came
19 up and she was driving her thing and she had all
20 these ideas of where the dog park could go.

21 MR. DEVINE: Hold it. Are you suggesting
22 that we get a staff member to give us feedback?

23 CHAIRMAN SMITH: Yes. I was blown away
24 that it happened. And she's identified some
25 locations and I don't know what the history is, but

1 there's a location near the rec center, also a
2 location over by the parking area. She started
3 sharing information and I said wow, this is awesome
4 for you to know all this information. I think it's
5 a one- to two-year plan that we need to identify a
6 location and be able to try to do something quickly.

7 MR. DEVINE: It's hard to move forward with
8 what we're gonna do with the Village Green unless we
9 decide what we're going to do with the Village
10 Green.

11 MR. HUSSERL: Do you have concerts there?

12 CHAIRMAN SMITH: It gets used for -- stages
13 go up there. We've had groups come in and we've put
14 up large tents for them. It gets used every day for
15 lacrosse tournaments, soccer.

16 MR. EICK: Community theater.

17 MR. HUSSERL: After 15 years the residents
18 don't see it as a temporary dog park.

19 MR. CALLICRATE: No, they don't.

20 MR. HUSSERL: If you take it away, there
21 needs to be an alternative, a new and improved dog
22 park.

23 CHAIRMAN SMITH: If that's not the dog
24 park, the new dog park needs to be pretty
25 incredible. Or if we leave out the dog park, we

1 need to have another facility.

2 MR. PINKERTON: The last time we talked
3 about user percentages of our different venues, if
4 you did a survey, probably the only thing that beats
5 out dog owners is our population of beachgoers,
6 probably twice the number of people who do any other
7 activity. There has to be 3,000 or 4,000 dog owners
8 in town.

9 MR. HAMMEREL: This conversation may lead
10 into the next venue, but rather than thinking about
11 it in terms of where to put the dog park, maybe it's
12 where do we put the soccer field or the lacrosse
13 field.

14 MR. DEVINE: You may be right.

15 MR. HAMMEREL: That seems to me there's a
16 better opportunity of solving that problem, rather
17 than finding a place to put the Taj Mahal of all dog
18 parks. Correct me if I'm wrong, but I don't see
19 that as being a conflict because dog park people are
20 there during the day, concerts maybe on the weekends
21 and evenings. When people show up at a concert,
22 they usually lay down a blanket and wear their
23 shoes. There's not kids rolling around in the grass
24 where you have dogs running around. I don't see the
25 conflict as being that extreme when you're talking

1 about concertgoers and people hanging out in the
2 park.

3 MR. HUSSERL: Laying down your blankets
4 where the dogs have laid down there potentially is--

5 MR. CALLICRATE: Steve had brought up that
6 he's done, you know -- that in real dog parks there
7 are areas where smaller versus larger, fencing,
8 non-fencing, all those types of things.

9 I don't know, because I don't know own a
10 dog. But I just hear the feedback from folks.
11 Again, whatever it is we're going to do, let's be
12 sure to include the people that are there and look
13 at our other potential facilities through Samantha
14 and Parks and Rec. And if we do choose an alternate
15 site or a couple alternate sites, let's do our due
16 diligence so that when we go to the point to
17 renovate the Village Green, we already have a place
18 for the displaced folks to go to versus scrambling
19 at the last minute.

20 MR. HUSSERL: I might suggest a community
21 meeting for dog owners and get their input and
22 feedback.

23 MR. CALLICRATE: Right, exactly.

24 MR. HAMMEREL: The other thing that's an
25 opportunity, from my point of view, is I think that

1 the people -- the dog owners like the Village Green
2 because it's bordered by water on two sides. But
3 one of the complaints that I hear from residents in
4 town with dogs is they wish they had year-round
5 access to the lake to take their dog.

6 So if we're thinking about potentially
7 moving the dog park venue, I don't know what we need
8 to do, but lake access without having to drive
9 outside of town to get to Secret Beach or Hidden
10 Beach, whatever it's called, may be a good solution.

11 In terms of commenting on what Jim said, if
12 we're going to move the dog park and get the user
13 group to switch venues, it better be a better
14 alternative than the one they're already getting.

15 MR. HUSSERL: Is that access to water so
16 they can have the dogs be able to swim?

17 MR. HAMMEREL: Yes. And drink.

18 MR. BISHOP: You have venues that are not
19 movable, your ski areas, et cetera, the beach. But
20 with the movable pieces, the dog park, looking at
21 all of those in a holistic sense and seeing where
22 they should go, do we have some options that are
23 viable that make a lot of sense?

24 CHAIRMAN SMITH: Steve, do you want to ask
25 the group --

1 MR. PINKERTON: I was hoping you can make
2 that part of the conversation as well.

3 MR. CALLICRATE: What?

4 CHAIRMAN SMITH: Aspen.

5 MR. HAMMEREL: I wasn't here when it was a
6 DMV office.

7 MR. DEVINE: It was only a DMV office one
8 day a week.

9 MR. CALLICRATE: Thank you, Bill.

10 MR. HAMMEREL: I think it's a charming
11 venue. It certainly could use some improvement. I
12 think we can make it a lot better. I don't know if
13 it's a high priority for the district at this point
14 but it should certainly be something that we look at
15 as routine maintenance comes up and the
16 district-wide strategic plan comes together. I
17 think it could be a lot more. I think the residents
18 think that they'd like to use it.

19 MR. HUSSERL: The little building where
20 they were replacing the carpet?

21 MR. CALLICRATE: Yes.

22 CHAIRMAN SMITH: Go ahead, Gerry. I think
23 you want to talk.

24 MR. EICK: I wrote down that when we're
25 looking at the critical issues to find a solution,

1 and what I said for Aspen Grove in my note was next
2 generation. Because I don't mind admitting for all
3 the capital planning that we've done there's -- I
4 would tell you there's no project for Aspen Grove
5 because there's really no vision for how you want to
6 use that property.

7 So if you could say that one of your
8 strategies is to find the strategic value of Aspen
9 Grove so it can be fit into the master plan update
10 or whatever else, I think that would be a good way
11 to focus that particular issue. We have a lot of
12 study to do to figure that out but that's what we
13 need and that would be an effective strategy.

14 MR. HAMMEREL: Yes, that's what we need.

15 MR. BISHOP: Do we need to record any
16 information about Aspen?

17 MR. HUSSERL: It's the building.

18 CHAIRMAN SMITH: Yes.

19 MR. CALLICRATE: And it's the growth of
20 aspens adjacent to the parking lot next to Village
21 Green.

22 MR. HUSSERL: Does the dog park have to
23 have a ton of room for the dogs to run around or if
24 it's smaller, does that pose a problem?

25 MR. HAMMEREL: It needs to be large enough

1 because the field is separated into two. I've only
2 been out there a couple days where the number of dog
3 owners on that venue at the same time requires the
4 usage of both the upper and lower field. That
5 happens very rarely.

6 Half of that field is plenty for the number
7 of dog owners that are there at the same time on any
8 given time of day or week. They don't need a ton of
9 space but they certainly need at least half that
10 field.

11 MR. HUSSERL: Okay. Have we exhausted
12 Village Green? Any further comments from anybody?

13 MR. PINKERTON: Anything on parking?

14 MR. CALLICRATE: We can't increase the
15 parking. It's what there is is there. Maybe with
16 re-striping and then -- well, this gets into the
17 boat ramp and the parking of people that are the
18 professional boat people in town. This is more
19 operational. Maybe this is in the weeds but if
20 people like -- if Tahoe Boat and Marina --

21 CHAIRMAN SMITH: Take their trailers back.

22 MR. EICK: Are you saying a critical issue
23 is to find a way to open up the use of the Village
24 Green Aspen Grove parking lot versus leaving it as
25 it is?

1 MR. DEVINE: The trailer needs to be
2 attached to a vehicle.

3 CHAIRMAN SMITH: If they come in and drop a
4 boat, they should be taking trailers back to the
5 storage.

6 MR. DEVINE: And the best way to even look
7 at that is, if the trailer is still attached to a
8 vehicle, then it's probably okay in the parking lot.
9 If it's not attached, it shouldn't be in the parking
10 lot.

11 MR. EICK: Or the overflow.

12 CHAIRMAN SMITH: I think one more thing you
13 may want to know -- and I think Mr. Johnson brought
14 this up broadly -- is the flower beds and the
15 parking on the east side need to be improved. Those
16 railroad ties are falling apart.

17 MR. EICK: Yes. We've already talked about
18 some ideas on that.

19 MR. BISHOP: Skate park. Kendra's rating
20 on this was three, zero and three.

21 CHAIRMAN SMITH: Did she give you any
22 reasons why?

23 MR. DEVINE: May be perception.

24 MR. BISHOP: What, Bill?

25 MR. DEVINE: Six, five and five. It gets

1 cleaned up, so I think they do a pretty good job.

2 MR. BISHOP: Jim?

3 MR. HAMMEREL: Seven, nine, nine.

4 MR. CALLICRATE: I put fours all the way
5 across.

6 MR. BISHOP: Jim?

7 CHAIRMAN SMITH: I got to think about it.
8 I've got five, five, six.

9 MR. DEVINE: Tim might be able to comment
10 on this.

11 MR. CALLICRATE: It was the next board
12 after and we had talked about it on my board and we
13 -- I was pushing -- once again, one of these
14 infamous multi-phase projects and Phase 1 was all
15 that got built, and they even had to pare that down.

16 And it was originally going to fit somewhat
17 of an elongated triangular-shaped property there
18 that is still there, so it was wedged in between the
19 stream and the ball field.

20 And due to a variety of reasons, Phase 1
21 was only built and I've been in contact with
22 Engineer Johnson and he said that at that time there
23 weren't people that were dedicated to building
24 skateboard parks and things of that nature and now
25 there are.

1 And so the whole reason why I wanted to put
2 this up was because there's a demographic in our
3 community of, not only younger people, but from -- a
4 pretty diverse group of folks that don't ski, don't
5 go to the beach, don't golf, and this is their
6 passion. And we have it and we haven't done a good
7 job in building out what was supposed to have been
8 built there.

9 MR. DEVINE: I would absolutely agree with
10 that.

11 MR. CALLICRATE: They've been promised for
12 at least 10 years before we took it up and 14, 13
13 years after, and this is something that I talked
14 with a lot of people who are in middle school and
15 who have clearly now gone through college that use
16 it. Like are you going to do anything to finish
17 that out?

18 I think the opportunity is, again, not
19 spending lavish amounts of money but doing something
20 that the skateboard community and inline rollerblade
21 community can use on that piece of property and to
22 have it that it makes sense for the people that use
23 it.

24 MR. DEVINE: Correct me if I'm wrong, but a
25 lot of it was funded through County.

1 MR. CALLICRATE: District 4-B funds.

2 MR. DEVINE: Exactly, which I believe we
3 could still apply to that because it's an open park
4 that's open to anybody. It's not restricted. It
5 just seems like we should follow up on that. To me
6 it's a facility that should be --

7 MR. BISHOP: Potential funding through?

8 MR. DEVINE: The 401(b).

9 MR. CALLICRATE: Something like that.

10 MR. DEVINE: Those are county funds that
11 support parks and the restrictions on them are you
12 can't -- I remember you wanted to have contests
13 there and you can't do that because it's -- because
14 of how it's funded. It's not a big deal but that
15 funding wouldn't be coming from us -- well, it is
16 coming from us, the whole county.

17 MR. HUSSERL: But that's a solution, right?

18 MR. DEVINE: Yes.

19 MR. HUSSERL: So let's focus on the
20 problem. What's missing? What needs to be done?

21 MR. CALLICRATE: Well, it was three phases
22 and there are other features. I don't skateboard.
23 Look at me. But at the time it was brought up I
24 don't know these grindable blocks and rails and all
25 kinds of stuff. You know, there are other features

1 that were originally planned and I'm sure they
2 probably changed somewhat from the initial concept.
3 That's why we have to get the users involved and
4 there are people that design these so they can
5 minimize the expense and maximize the user
6 experience.

7 MR. DEVINE: That's important, because if
8 you don't have those features, they're seeking out
9 those features away from the skate park, and that's
10 what drives the building of a skate park in the
11 first place. The skaters actually, if you talk to
12 them -- and I'm not saying this derogatory -- they
13 don't really care where they're skating as long as
14 the features are there. If you don't have the
15 feature, they'll find it.

16 MR. CALLICRATE: At the library, Raleys,
17 Village Center.

18 MR. HUSSERL: Three phases were planned and
19 one was completed.

20 MR. CALLICRATE: Right. And it was pared
21 down. Again, it's kind of -- if we're going to do
22 it, let's do it right the first time or go back and
23 finish it out with the people that are going to be
24 the users and then the potential users and, you
25 know, again, not some lavish gold-plated situation.

1 But there are people in the community,
2 contractors, who have come forth and expressed they
3 would be interested in perhaps doing some type of a
4 donation or a partnership or something along those
5 lines.

6 MR. HUSSERL: Another solution.

7 MR. DEVINE: There's quite a few solutions.

8 MR. HUSSERL: You have 401(b) funding, a
9 private-public partnership. It sounds like a
10 community meeting again is in order. The people who
11 know best about what needs to be done are not the
12 people in this room but the people who skate..

13 MR. HAMMEREL: It's been 20 years since I
14 touched a skateboard. The comment I wanted to make
15 was Jeff, I do agree that we should probably have
16 some sort of meeting or conversation with that user
17 group to figure out what they want.

18 When I drive past the skate park, I've
19 never seen it what I would consider at capacity.
20 There's never a line to get in or never too many
21 people there, like we gotta spread out the crowds.

22 And when I stop and think about why, I
23 start to realize that recreation changes over time.
24 10 years ago nobody in Tahoe had a paddle board and
25 nobody in Tahoe played disk golf. These are things

1 that have evolved over time. And while a skateboard
2 park was probably a very practical and popular
3 solution in the '90s and early 2000s, I don't know
4 if there's still that demand to have -- at least an
5 expansion of a skate park that's already there.

6 What I can say is -- I hate to kind of
7 divert this conversation -- but mountain-biking pump
8 tracks are kind of the family-oriented skate park of
9 2015 that skate parks were in 1995. So a lot of
10 people now are looking to have a pump-track venue
11 rather than a skateboard venue. So I would hate to
12 come in and blindly say we've promised three phases,
13 we have one done and we're here to save the day and
14 build you the other two phases that we promised, and
15 the skaters are like -- all 10 of them are like,
16 This is awesome.

17 I want to be sure with limited resources,
18 like any government has, that we're serving the most
19 amount of people possible and I don't know. Have we
20 already tapped out what we can offer to the skaters
21 in town?

22 CHAIRMAN SMITH: That's why we go out to
23 user groups and find out.

24 MR. HAMMEREL: Yes. We can have a
25 conversation.

1 MR. DEVINE: I know my son goes to Truckee.

2 MR. CALLICRATE: When it was initially
3 planned, it was going to be on par, or if not
4 bigger, than the one in Truckee. And one of the
5 reasons why, to Jim's point, there aren't a lot of
6 people there is because it's only one portion. But
7 clearly the user groups have to be involved.

8 It might be that this is fine, you know.
9 I've just been approached each year and every year
10 since it was built when is the rest of it coming.
11 So at least we need to bring it to a conclusion.
12 The users group, if they're like it's served its
13 purpose, it's over and done, let's move on, or they
14 could say we have opportunities here to do what we
15 would consider the rest of the park on a more
16 limited scale because of a limitation of funds, and
17 that would be perfectly fine.

18 So it's been scaled back but it's built to
19 a completion to the people that want to use it will
20 use it so it will show more use but it won't be the
21 Taj Mahal.

22 MR. EICK: So is it fair to say we can
23 update the recreation master plan again and see
24 where skateboard park fits in?

25 MR. DEVINE: Yes, and throw the pump-track

1 in there too because who knows if there's not an
2 opportunity behind the little league field or next
3 to the skate park.

4 MR. HUSSERL: What is that, a pump-track?

5 MR. HAMMEREL: It's a dirt area with jumps
6 and bumps and you ride your mountain bike around the
7 track in the dirt.

8 MR. EICK: It's more on a level than grade.

9 MR. HAMMEREL: Yes, on level ground.

10 CHAIRMAN SMITH: A track that goes on the
11 ground.

12 MR. HUSSERL: So the question is this issue
13 of demand and there doesn't seem to be demand. The
14 question is is it because we haven't built out all
15 the phases and it could be better or is skating now
16 passe and people have moved on to other things, and
17 we need to answer that question before we invest
18 more money.

19 MR. CALLICRATE: It might be that there has
20 been some decline, although, I go by the one in
21 Truckee and they have mobs going on there. So I'm
22 not the person to ask because I can't answer that
23 question because I don't do either of those. Part
24 of the master plan --

25 MR. EICK: Well, I think it speaks to -- if

1 I may remind you that originally it was a skate park
2 and we actually discouraged bikes. And there is
3 almost no feature in there at all for bikes and we
4 see people in there with bikes.

5 So I think there may be an opportunity that
6 we find out if there would be a certain demand or
7 features for the bicycles and not necessarily the
8 skaters.

9 MR. HUSSERL: Any more comments on the
10 skate park?

11 CHAIRMAN SMITH: The food and beverage
12 there is kinda weak.

13 MR. EICK: There's a beverage, though.

14 MR. HUSSERL: Next we're onto high school
15 fields.

16 MR. BISHOP: Kendra has three and five and
17 three. Also a comment, "Most don't know it's
18 related to IVGID."

19 MR. DEVINE: Before I give you my numbers,
20 I want to understand what we're grading here.

21 Steve, maybe you can clear me up on this.
22 We bought the upper fields for a dollar or whatever.

23 MR. PINKERTON: We're in escrow for
24 six-plus years now on the upper fields.

25 MR. DEVINE: So we're just talking about

1 the upper fields and the school district-owned
2 football field track?

3 MR. PINKERTON: We're in escrow on the
4 upper field and we've also been approached by the
5 Boosters about taking over the football field as
6 well.

7 MR. DEVINE: I just don't know if my score
8 is reflective -- if you throw the track in, which is
9 brand-new and really awesome, that changes my
10 physical resources a little bit because it's pretty
11 cool. I wasn't sure if that was included. We're
12 talking about both fields for the purpose of this
13 discussion.

14 CHAIRMAN SMITH: Yeah. I think you might
15 take the track out because it's brand-new and you're
16 looking at the inside field and the upper field. I
17 don't know.

18 MR. DEVINE: Well, as long as I know we're
19 talking upper and lower fields, I would go with
20 seven, five and three.

21 MR. PINKERTON: The track would be part of
22 the deal, I'm sure.

23 MR. CALLICRATE: There are two practice
24 fields or one practice field?

25 MR. PINKERTON: The lower field is simply

1 the football stadium. The upper fields there's a
2 small field and a baseball-size field.

3 MR. CALLICRATE: Right, okay.

4 MR. DEVINE: For all intents and purposes
5 it's a practice field.

6 MR. HAMMEREL: I got six, five and five.

7 MR. BISHOP: Tim?

8 MR. CALLICRATE: Four's all across.

9 CHAIRMAN SMITH: Four, four, and four.

10 MR. BISHOP: Everybody's just about in the
11 middle.

12 MR. HUSSERL: So about a five across the
13 board. So why the lower? What could we do to make
14 those ratings higher?

15 CHAIRMAN SMITH: Well, Steve, correct me if
16 I'm wrong and Bill correct me if I'm wrong. Bill
17 and I met with --

18 MR. DEVINE: Kevin.

19 CHAIRMAN SMITH: -- Kevin. There's a
20 public-private partnership donation program in place
21 recommending that they take the football field,
22 right --

23 MR. DEVINE: Yes.

24 CHAIRMAN SMITH: -- and turf it. Are we
25 going to raise private money to turf it for us? I'm

1 trying to remember our meeting.

2 MR. DEVINE: Well, the original proposal
3 when those upper fields were taken by IVGID or in
4 the process of still being taken by IVGID. And then
5 part of the deal was IVGID started maintaining the
6 football field down below as part of it. The idea
7 was to start to maintain the upper fields so they
8 could be used for youth sports. The district didn't
9 want to put money into them anyway so it was a
10 pretty good deal.

11 The backers behind putting in that track,
12 they do not -- this is gonna shock you guys -- they
13 trust the school district less than they trust
14 IVGID. So they did not want to put money into the
15 track in a football field with the school district
16 in charge of it, so they were proposing that those
17 fields switch because they have more faith in IVGID
18 than the school district. None of that was done but
19 that was said.

20 CHAIRMAN SMITH: So we know there's money.

21 MR. DEVINE: Public money.

22 CHAIRMAN SMITH: Going into a
23 public-private partnership with us. I don't
24 remember the amount of money but it was to cover one
25 of the fields at least. What I think is the issue

1 -- and I was up there today -- is because of our
2 weather, if you're in high school there there's
3 really no place to practice outside on grass fields
4 because of the snow conditions, et cetera. I went
5 to high school at South Tahoe High School. We
6 played baseball in the gym.

7 So I'd like to see us have a turf field
8 someplace that they can move the turf, you know,
9 unless there's 6 feet of snow, and give kids the
10 opportunity to practice outside in the springtime
11 for the spring sports. Fall sports are fine. You
12 know this better than anybody because you coach
13 there.

14 MR. DEVINE: Yes. And what drove -- okay.
15 So we're trying to get to our vision and what we
16 could do with those fields. This is where I'm
17 having a hard time because I don't know where we
18 stand on that.

19 MR. HUSSERL: That's the fundamental
20 question. What do you want to do? What ultimately
21 is the purpose?

22 MR. CALLICRATE: Well, for additional
23 soccer practice or even lacrosse tournaments or ball
24 tournaments or whatever, you know, the need is when
25 the fields are completely maxed out. Because we

1 have the three ball fields over by the middle school
2 and we have Preston field and the Village Green.
3 When those are all filled, that would give us the
4 opportunity or relocate the current soccer
5 activities that take place at the Village Green
6 would go up to the middle of the football stadium or
7 in the upper field.

8 CHAIRMAN SMITH: So Stephen, you had a
9 really good game plan. I think the game plan was to
10 maintain grass at the football field.

11 MR. PINKERTON: We need some more analysis.
12 We visited Truckee, North Tahoe, South Tahoe and
13 talked to them about the pros and cons on turf
14 versus grass. And, you know, what we're hearing is
15 we need at least one turf field because of the fact
16 that you just lose the whole green.

17 The feeling is the football field is in
18 pretty good shape now, so our initial thought
19 process was it would be more sensible to do turf on
20 the upper field. We want more direction and to
21 confirm interest from the staff standpoint. We know
22 we have a severe shortage of fields. These are
23 built in, you know. It would cost us a fortune to
24 duplicate what the high school already has. There's
25 no maintenance dollars available at the county.

1 We just want to be sure we are on the same
2 page with this vision and being able to expand our
3 recreation opportunities and then bring back some
4 additional analysis of the pros and cons of the
5 grass versus the turf and give some trade-offs on
6 that.

7 MR. DEVINE: Included in that do you feel
8 there is an appetite on the school district's part
9 to enter into a partnership with us that will not --
10 that we have enough leverage where we're not getting
11 soaked with something?

12 MR. EICK: I was going to say we may have
13 had a disconnect. When this all started the school
14 district's story was they didn't have capital
15 dollars because it was competing with, you know,
16 maintaining school buildings.

17 But they had operating dollars, so they
18 were willing to regularly put in money that would be
19 for, not only the care and condition as it currently
20 was, but also to help build the replacement fund for
21 the field when its useful life was used up.

22 Again, they were clearly saying IVGID,
23 you're in a better position to acquire and build,
24 we're in a better position to support operations and
25 along the way we'll both get to use it. It had a

1 lot of good feeling but we never got...

2 MR. DEVINE: So if our plan was to pursue
3 that, there's a pathway. We're not just saying hey,
4 this would be great and then we're going it's gonna
5 cost \$6 million.

6 CHAIRMAN SMITH: The spring sports is
7 baseball at the high school. The college is looking
8 at a lacrosse team and some sports and they have an
9 interest in using it too. We might be able to do a
10 private-public partnership with the college and
11 really, you know, gold plate the place, as Tim likes
12 to say.

13 MR. CALLICRATE: Not gold plate it.

14 CHAIRMAN SMITH: What happens with the
15 baseball team is they play the games away more than
16 half the season.

17 MR. EICK: They spend a fortune on
18 transportation.

19 CHAIRMAN SMITH: They're playing with
20 rubber balls in a gym and there's not a facility for
21 them.

22 MR. HAMMEREL: My only concern is I'd
23 really like to see the maintenance costs broke down
24 between turf and sod.

25 MR. DEVINE: I think that's important

1 because there's a recent study that said that some
2 of that recycled tire stuff they're putting down is
3 actually carcinogenic, so we don't want to get into
4 something that's going to be like what did we just
5 do.

6 MR. HAMMEREL: I think the number I heard
7 was like a \$700,000 turfing exercise and that the
8 turf wore out every seven to 10 years or something.
9 I hate to -- I hate to leave the baby in the basket
10 on your doorstep and now you have to raise the
11 thing.

12 CHAIRMAN SMITH: There are schools, like,
13 Galena has a turf field. They know what they're
14 doing.

15 MR. HAMMEREL: I don't know. How much does
16 it cost for 10 years' worth of grass maintenance
17 versus 10 years of turf maintenance? If it's
18 \$700,000 to run a lawn mower six months out of the
19 year for 10 years, is that working out?

20 CHAIRMAN SMITH: You can't play on grass in
21 the spring.

22 MR. HAMMEREL: If you're considering
23 whether to turf or not, those are the numbers I'd
24 like to see.

25 MR. DEVINE: Lake Tahoe had their

1 all-weather turf field down there for five or six
2 years now. You can meet with them.

3 MR. CALLICRATE: You brought up a good
4 point. Since the football field is established and
5 one of the coaches there likes the natural sod and
6 then the upper area where there's the baseball
7 diamond and all of that, maybe that's where it's
8 turfed. Let's find out the cost associated with
9 that.

10 And let's be sure that if there are dollars
11 available from the county, the state, the feds, the
12 private sector and all of that that we pursue all of
13 that so it's at a minimal expense. Is this also
14 inclusive of who is rebuilding the bleachers and all
15 that stuff? That was in the original study as well
16 that there was going to be some kind of a renovation
17 of a nightmare they call the stands, which are
18 dangerous and the county should be forced to have
19 to.

20 MR. PINKERTON: The Boosters told us
21 they're ready to handle that.

22 MR. EICK: The focus was on the fields.

23 MR. HUSSERL: Is this an IVGID issue?

24 MR. CALLICRATE: Well, both because they
25 wanted us to become partners with the upper fields

1 and the football field.

2 MR. DEVINE: By being partners we're
3 looking at the benefit to our consistency by being
4 partners. I mean, part of the agreements that have
5 been talked about is that it's open to the public.
6 It's not -- there will be specific times when the
7 schools would have a priority but all that's worked
8 out ahead of time, so we're not footing the bill for
9 something that a very small segment of the
10 population can use.

11 CHAIRMAN SMITH: The other thing here is
12 trying to keep families here and want them to go to
13 our high school. My understanding is they can go --
14 we have families that take their kids to Reno to go
15 to high school because of the sports.

16 If we're gonna have families stay to go to
17 school here and be educated in our school system, we
18 have to have facilities that meet the needs of the
19 families. I don't think we are. I mean, I went
20 there today and you're not going to be able to use
21 those fields for a long time. We haven't had any
22 snow this year.

23 MR. CALLICRATE: If the college is looking
24 for -- IVGID could act as maybe the in-between --
25 well, we're not putting out any money, which is

1 ideal, but we act as the person to say hey, parties
2 A, B and C, here are D, E, and F.

3 I would prefer that we go that way, if
4 we're able to, to get the people talking and get the
5 funding outside of IVGID. I don't see us taking on
6 any additional costs of stuff since we've got what
7 we currently have. We don't have enough to take
8 care of that.

9 So before we go taking on anything new, I
10 think it's important that we as a district look at
11 opportunities here. And if we can facilitate, like
12 I said, working with these other entities, the
13 college needs to cough up cash if they want
14 something. We're not going to supply it free of
15 charge to them. They need to come forth with
16 dollars. If there are people in the private sector
17 that want to call it, you know, the so-and-so Family
18 Trust Ball Field, great. And if they want to redo
19 the middle of the football field, great.

20 But if we can help facilitate that, that's
21 even better. I don't want to see us taking on
22 additional expenses for maintenance and building of
23 something that is not part of IVGID. I see your
24 point. We want to be sure we help keep families
25 here, but that's not our main job.

1 MR. HUSSERL: So the first critical issue
2 is overflow for additional soccer and baseball and
3 softball fields. Turfing the football field or the
4 upper field to create year-round use and
5 particularly in the spring. The opportunity of a
6 partnership with Sierra Nevada College and them
7 funding some of what we're doing here. And then a
8 facility, the fields that would better meet the
9 needs of families so that you can maintain and
10 increase school enrollment so people are going to
11 school in your community.

12 CHAIRMAN SMITH: On the fields we need to
13 do the right thing.

14 MR. HUSSERL: It's really the amenities of
15 the school, right?

16 CHAIRMAN SMITH: Yes.

17 MR. HAMMEREL: I completely agree with Tim.
18 I think that I would rather have IVGID act as the
19 middleman on this. I've spoken to the private donor
20 who wants this thing to go forward and I said find
21 the endowment for us. I don't want to keep paying
22 money to maintain this thing every 10 years. So if
23 we can work something out with S and C or with a
24 private party to help fund this and keep this alive,
25 that's great.

1 MR. CALLICRATE: How much time and energy
2 are our staff and our district -- I don't want to
3 see this die if we're the ones that have to at least
4 get it moving forward, but I would ideally like to
5 see it go from we are -- in other words, if we're
6 managing it, that's fine, but there's money coming
7 in to pay for it so we're reimbursed for the record
8 amount of money and time that we're using from our
9 employees spending time to do this, because it does
10 take money.

11 MR. HUSSERL: So some direction from
12 management as we look forward to next steps, are you
13 leaning towards this idea of a middleman and trying
14 to pull people together with the funding? It
15 doesn't seem there's a lot of next steps beyond
16 that. Is that right?

17 MR. EICK: I made a note that whatever plan
18 we come up has to consider both purchase, operation
19 and replacement, so I think that's a long-term
20 planning critical point. I also made a note that we
21 want to have a way to define how it meets community
22 needs. We already have our toe in the water and the
23 school district hires staff to maintain the fields.
24 Whatever work we do, we bill them. That's how the
25 door got opened.

1 MR. DEVINE: So if you follow that same
2 model.

3 MR. CALLICRATE: As long as we're getting
4 equal -- to take care so that we're not going in the
5 hole every year to take care of something that we
6 don't have ownership of.

7 CHAIRMAN SMITH: Well, the good thing is we
8 know people have come to us without us asking, which
9 is good, right? We have a potential here to really
10 do some good stuff and not cost the district any
11 more than what we're doing now.

12 MR. DEVINE: I think you already have.
13 School district is very interested in this and what
14 has also been shown among other things because they
15 don't have to worry about it, I've been associated
16 with that high school for 30 years. And until IVGID
17 took over the fields, you couldn't run three steps
18 on that field without twisting your ankle and it was
19 horrible. Now it's pretty good.

20 MR. BISHOP: Ready to move on to Diamond
21 Peak? Because there is a master plan that deals
22 with the long-term. We want to focus our time here
23 looking at short term in some of the issues that we
24 have. With that said, do you still want to do a
25 rating?

1 CHAIRMAN SMITH: Yes.

2 MR. DEVINE: We want to see what Kendra
3 put.

4 CHAIRMAN SMITH: Short term what can we do
5 in terms of this budget here not knowing where the
6 master plan may come out.

7 MR. PINKERTON: Yes. Because I did have
8 questions.

9 MR. DEVINE: Eight and eight and eight.

10 MR. HAMMEREL: I put eight and nine and
11 eight.

12 MR. CALLICRATE: Six and seven and six.

13 CHAIRMAN SMITH: I'm gonna say what I'm
14 gonna say and then add some things. Physical
15 resources I'm gonna give a six. And service
16 delivery, I'll give that a seven and community
17 perception is an eight. It has nothing to do with
18 staff. It has more to do with the way the place is
19 set up.

20 MR. CALLICRATE: Mine is -- this is not --

21 MR. EICK: I think we all recognize that
22 Diamond Peak is another victim of we bought when we
23 could put money on the table for and not necessarily
24 what we needed so we have these conflicts of what
25 you want to use it for and what the facility is

1 capable of doing.

2 CHAIRMAN SMITH: So if I can, public
3 resources, the physical resources when I say it's a
4 six it's because -- and Jim, you and I experienced
5 this on Trustee Day -- we don't have enough space
6 for folks to have lunch at the main lodge and then
7 the concentration of folks and people using the
8 facility are down at the school house and those are
9 all beginners and they have to carry all their
10 equipment up and they don't know how to carry it all
11 the way up to the lodge, and there's no food and
12 beverage down there for them. And the family and
13 parents that want to watch their kids can't see them
14 from the lodge.

15 And I just think there's an opportunity
16 there in the short term -- it's not even on the
17 master plan -- to look at the space down near the
18 Lakeview Lift, near the Schoolhouse where there's a
19 seating area, a food and beverage area, a hydrating
20 area, where they can hang out, watch their kids, get
21 something to drink and not have to bring all their
22 equipment all the way up to the top of the lodge and
23 find there's no tables to sit at when they want to
24 take their break.

25 And the other thing is the parking so that

1 the skier service building that's there that we
2 redid, most of the space is for staff. So if you
3 buy a ticket, then if you want to use a locker, you
4 have to climb the stairs and use the locker room or
5 get food and beverage and rental equipment. I don't
6 know if we can do anything, but the customer flow is
7 broken.

8 MR. DEVINE: Can I ask a quick question
9 being a non-skier? Is this dramatically different
10 from other ski areas?

11 CHAIRMAN SMITH: Yes. Let's say you
12 dropped your kids off and parked and bought your
13 ticket and then you got locker stuff. The lockers
14 are upstairs, up in the main lodge, not in the lower
15 building.

16 MR. DEVINE: I know how ours is set up.

17 CHAIRMAN SMITH: So you're going buy a
18 ticket, get a rental ticket, locker, food, go all
19 the way down here to ski, go back up there for
20 lunch, and the parents are up there. We didn't set
21 it up right.

22 Maybe we can create more space for beverage
23 and make it more convenient for the customer to
24 enjoy the experience. 75 percent of our users are
25 down in the beginner runs, which are way down there.

1 MR. PINKERTON: It's where all the money is
2 made.

3 MR. DEVINE: So most lodges are at the very
4 bottom of a ski hill and ours is up.

5 CHAIRMAN SMITH: Well, they're at the
6 bottom and there's mid-mountain lodges.

7 MR. DEVINE: No, no. There's nothing
8 happening below where you buy your ticket, typically
9 speaking.

10 MR. HAMMEREL: Typically when you go to a
11 mountain it has a flow. The only mountain I can
12 think of where you need to somehow ascend from the
13 parking level would be Beaver Creek with their
14 heated escalators. But you get off the shuttle bus
15 and get your ticket and pay for your lessons and
16 then move to the next door down to pick up gear and
17 the next door down to meet your instructor and then
18 the next door down you get on the lift. The flow at
19 Diamond Peak is totally wrong.

20 MR. CALLICRATE: The parking and that no
21 one has been killed is a miracle. The parking that
22 starts at the Big Water Grill and the lot that's
23 across that everybody thinks is a part of up the
24 whole roadway. And there's a situation that, you
25 know, this is gonna get into talking with the

1 County, because the people that live in that Upper
2 Tyrolian Village have to come down, basically, a
3 gauntlet. We have kids, people who bring their dogs
4 skiing and they're out running and it's bedlam.
5 It's a sea of humanity going across the road and
6 they're just trying to get from their house to the
7 park.

8 MR. HUSSERL: So you have a safety issue.

9 MR. CALLICRATE: A huge safety issue. And
10 that will take some way of working with the County
11 and realigning the road and then segregating off all
12 the parking.

13 MR. DEVINE: So you're aware, that road is
14 all private from where Fairview goes off and Ski Way
15 goes down, so the county wouldn't have anything to
16 do with rerouting that road. That's IVGID property.

17 MR. EICK: It's on our property.

18 MR. CALLICRATE: And if that's what we came
19 up with, I stand corrected, Mr. Chairman. We need a
20 real good conversation with the engineering
21 department and the folks at Tyrolian Village to
22 realign that parking. I just learned something new
23 today, that's great. So we need to get on the ball
24 with this for safety issues, because that's not
25 acceptable for our neighbors up there to pay good

1 taxes and for the rest of the community that they're
2 having to drive through all these crazily marked
3 spots. It's not good. Not tenable.

4 MR. PINKERTON: We were planning on
5 bringing in a traffic person in the next month or
6 so. Even talking to our most tenured employees,
7 they don't remember ever seeing a traffic lane in
8 the early '80, so it's overdue.

9 CHAIRMAN SMITH: I need to chime in because
10 this came from one of our really good staff people
11 at Diamond Peak. We have this truck with a trailer
12 that people sit in and they pick people up and take
13 them up the hill. We have one person driving the
14 truck and looking through the rear-view mirror to
15 make sure everybody's safe.

16 And this one gentleman said to me that we
17 need two people, one person watching the crowd and
18 making sure everybody is inside and not getting in
19 and out. I actually took it on our Trustee Day and
20 took it down and he was on -- the driver was by
21 himself. The thing was full and he's looking back
22 and he has to watch the road and looking in his
23 rear-view mirror, because we're back there raising
24 our hands because my car is here. So one driver
25 driving the truck and people are raising their

1 hands.

2 MR. DEVINE: It's a glorified hay ride.

3 CHAIRMAN SMITH: And people are raising
4 their hands and he's looking in his rear-view mirror
5 and trying to watch the road and see who is around
6 him. And so you raise your hand and you tell him
7 your car is parked there.

8 MR. BISHOP: A safety issue.

9 CHAIRMAN SMITH: We need resources to make
10 sure that's safe.

11 MR. HUSSERL: So what I'm hearing in this
12 venue is a couple issues. One is this issue of
13 convenience. Logistics are not very good so there's
14 no food at the bottom of the hill where most people
15 are. We don't have enough space for lunch at the
16 main lodge. Customer flow is broken. The lockers
17 may be in the wrong place.

18 The second major issue is safety around the
19 parking, around the traffic flow and around the
20 shuttle service and the risks associated with that.

21 MR. CALLICRATE: Safety first, I'd put.

22 MR. HUSSERL: I didn't mean one was more
23 important than the other.

24 MR. DEVINE: Gerry, if you don't mind me
25 putting you on the spot, from a risk management

1 point of view do you think -- what is it? -- a
2 trailer you're pulling? Is that more of a
3 perception of a safety problem or is that a real
4 safety issue?

5 MR. EICK: I whispered to Steve I thought
6 we had agreed for this reason we would have somebody
7 riding shotgun and one to drive and one to watch the
8 passengers.

9 MR. DEVINE: It is not a perception, which
10 I didn't think it was.

11 MR. EICK: No. We agreed that we need the
12 second set of eyes on what's going on. I agree with
13 that. I'm kinda stunned we're not there.

14 CHAIRMAN SMITH: The other thing is a cool
15 outside-the-box idea. If you go to Deer Valley and
16 just -- I don't know how we do this, but I'll throw
17 it out there. They have golf carts picking people
18 up and taking them, as well as the tram. They'll
19 actually valet you, drop your skis off for you and
20 get your tickets and everything.

21 If a family pulls up at the lower lodge,
22 and let's just say hypothetically Callicrate comes
23 up and says, How are you today, would you like your
24 tickets, and they have a pad there and they can
25 print them and we'll park your car and you can go.

1 You can text me later, like a valet service, and
2 we'll pick you up.

3 This happens at the Ritz Resort in town.
4 But we have so many families and I've done this with
5 my daughter when she was younger with three girls.
6 They all want to get out and go and look for their
7 gloves and we have to trip up the stairs.

8 I don't know how we could do this, but it
9 would be a great service if we could figure it out
10 because of the parking, having a valet ticketing
11 system that you pay extra for but we just take care
12 of you, you know.

13 MR. DEVINE: It gives Tim a day job.

14 CHAIRMAN SMITH: I don't know if it's
15 doable, but the other thing is a lot of them are the
16 first time they've been to the mountain.

17 MR. EICK: Sure. Maybe if we could focus
18 that, just say as we put in our mission and that
19 that we want this exemplary customer service, what
20 would be some of the customer service offerings you
21 could have at any venue, this one in particular that
22 would be that exemplary service. If you wouldn't
23 mind as a strategy stating that and then we could
24 look at options.

25 MR. HAMMEREL: I'll chat around this. I do

1 like the idea of allowing a mobile point of sale.
2 We talked about this a couple years ago. I think
3 allowing people to purchase their lesson, lunch and
4 lift ticket, everything at their car while they're
5 getting dressed is the ideal thing and it would be
6 great.

7 I'm not quite convinced yet about the valet
8 service. What I hate to have happen is a family
9 shows up and they take away the car and the family
10 sits there and they bought their ticket and now
11 they're ready to go to the slopes and Johnny left
12 his gloves in the car and now the whole thing is
13 kinda botched.

14 I do like the idea of allowing people to
15 purchase their ticket, have a great day, go right to
16 the slopes, no need to go up and down the stairs.

17 CHAIRMAN SMITH: Think about it when Bailey
18 is a little older. We'll just take care of you and
19 you don't have to get on the tram and you call for
20 your car and it shows up. She forgets her car and
21 the guy goes and gets them and brings them back.

22 MR. HAMMEREL: I don't disagree. I'm not
23 quite sold yet.

24 MR. HUSSERL: If I'm a customer and I want
25 to ski, I want to ski as fast as I possibly can.

1 The more you can eliminate the bull-dickey that goes
2 on with it, the happier I am.

3 MR. EICK: They try to make them take their
4 wallet out only once. Again, from an issue are
5 there opportunities to take advantage of technology
6 and access?

7 MR. CALLICRATE: They should be able to buy
8 and print their tickets at home.

9 CHAIRMAN SMITH: Let's take a typical
10 family. By the time they park their car, if they
11 park down at the Big Water Grill, they wait five
12 minutes for the tram. They get in line. And you
13 have 10 lines. There's a five or 10-minute line.
14 They get the tickets, upstairs get the rental
15 equipment, and that's a half hour.

16 Then they go to the locker and that's
17 another ten minutes. Uh-oh, I need something to
18 drink, so it's about an hour into this before they
19 get their skis on.

20 MR. DEVINE: We don't need a study. You
21 just did it.

22 MR. CALLICRATE: Along with all of that,
23 though, remember that first and foremost we are
24 locally owned by our community ski area, first and
25 foremost for our property owners, residents and

1 their guests. And most of those people either have
2 a ski pass or they will know how to do the system.
3 Might even take our local shuttle up there.

4 So I think while I appreciate what you're
5 saying, if we're going to be doing that, then I say
6 it's gonna be you want suave service and you want
7 gold star service, you have to be paying a lot of
8 money for that, and we have that demographic that
9 comes up to our resort, then let's do it the best we
10 can.

11 But let's remember that we want to make
12 sure that the experience for the people that who
13 live, work and play here have the most seamless
14 experience and then for our visitors who are coming
15 in, they have, maybe, one slight step below that. I
16 just -- it's tempering what we're doing. I want to
17 have a gold star.

18 CHAIRMAN SMITH: Because of the way it's
19 set up -- we can't flip the buildings and move the
20 food down there -- we have to figure out the way it
21 works. If it takes an hour, resident or
22 nonresident, I don't care if you're a customer, if
23 your a tourist. Everybody deserves the same level
24 of service and it needs to be great.

25 MR. HUSSERL: Well, what's the unique thing
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1 about Diamond Peak? We're going to get you on the
2 slopes faster, plain and simple.

3 MR. CALLICRATE: We haven't addressed
4 Snowflake Lodge.

5 MR. HAMMEREL: I think we should have a
6 conversation about Snowflake Lodge for the short
7 term. First off, I do think that opening that venue
8 in the summertime is something that our residents
9 want. I mean, people want to go up there and check
10 out the lake and hike up there and have a burger,
11 ride their bike or whatever. So that, to me -- TRPA
12 restrictions aside -- is something that our town
13 wants.

14 The second thing I would bring up is we
15 have seen increasing numbers year over year for the
16 Last Tracks program that we do. We do the wine and
17 beer, residents love it, nonresidents love it. It
18 sells out week after week. I'm going to one on
19 Saturday. There has to be a way to expand on that
20 success.

21 And one of the ways is other mountains
22 typically offer First Tracks. And you get up in the
23 morning and get first ride on the lift. They serve
24 you a big breakfast and then you get to go ride on
25 fresh pile before everybody else gets out there.

1 And you pay out the nose for it and you get the big
2 buffet breakfast. That's something perfect for
3 Snowflake Lodge. You get people up there at 7:00
4 and ski at 8:00 for an hour because they have a
5 special pass. Our residents would love to get on
6 the hill earlier before work.

7 That is one of the benefits of living in
8 Incline Village and having a ski resort two miles
9 away, is you can go ski for an hour and then go back
10 to work and be productive the rest of the day. So
11 I'd love to explore what we can do in the short term
12 with Snowflake in terms of food and beverage
13 offerings specifically for resident and tourists as
14 well.

15 CHAIRMAN SMITH: I'm 100 percent on all
16 that. We were talking about the Last Tracks. I
17 tried to go and it sold out. I tried to go Trustee
18 Day and it was sold out. Maybe we can expand it to
19 two nights a week. Maybe it's wine night Friday
20 night and beer Friday. It's been sold out the last
21 three years. It's so popular.

22 MR. EICK: We ended up putting an extra
23 night on that and that sold out. I think you've
24 given the right strategic direction of let's look to
25 have these kinds of events and let's look at what is

1 practical and help understand what works and what
2 doesn't and why.

3 MR. PINKERTON: We had great feedback when
4 we had the bands at the lodge, so I'm assuming
5 that's something we should do more of as well.

6 MR. DEVINE: Can we ask something about
7 what Trustee Hammerel asked about? Is there a
8 restriction on selling food in the summer, a TRPA
9 restriction?

10 MR. HAMMEREL: Steve can clarify. The way
11 I understand it is TRPA has given us a permit that
12 allows -- is it 14 days per summer?

13 MR. EICK: The way I've heard it is we can
14 only do the same thing four times outside of the ski
15 season.

16 MR. DEVINE: What's the ski season?

17 MR. EICK: It closes the end of April and
18 opens the 1st of December.

19 MR. PINKERTON: We're going to set up a
20 meeting because there's some confusion about -- I
21 think there's contradictory language. There's one
22 thing where it says four things and another thing is
23 more than 14 days.

24 We think what we'd like to see is what we
25 can do this summer to loosen up that restriction,

1 because the kids camps sell out almost immediately.
2 We think it would be great to open up the chair for
3 getting people up to Snowflake, because you can
4 still bring one out of every five back down.

5 Even at a busy time a lot of people walk
6 back down. Take the chair up and walk back down.
7 So we're gonna try to get that report back to you
8 well before the end of budget season.

9 MR. CALLICRATE: I think one thing with all
10 of our venues that we haven't done, for people that
11 have lived in this community that have never been up
12 to Snowflake Lodge or even up to the top of Diamond
13 Peak. And one of those trams, if it's not in a
14 shamble state, but to go up one of the easier access
15 roads and have some kind of an open house for the
16 community for the people.

17 They're paying for Diamond Peak the entire
18 time it's been in existence and they hear these
19 things. Clearly all the skiers know about it, but
20 that might be an opportunity to really let people
21 see. If we do that a couple times in the summer for
22 the residents that live here, we can have an open
23 house for those that can't take a ski lift because
24 they're scared to death but take them up by one of
25 the access roads and have something up there, light

1 refreshments available, perhaps, to showcase one of
2 our premiere spots that a lot of people haven't been
3 to.

4 CHAIRMAN SMITH: Another thing is
5 financials. Like we talked about at Mountain, what
6 are the financials at Snowflake Lodge and what are
7 they at -- it's operated by public-private
8 partnership and catering. What are their numbers
9 and what are our lodge numbers, breaking things out
10 a little bit and making sure that our financials
11 there are providing us the tools for this board and
12 future boards.

13 MR. DEVINE: Gerry, not to complicate this,
14 but talking about an open house, an opportunity to
15 think about is the May 30 evacuation drill. Maybe
16 with everything else going on, there may be an
17 opportunity to take people up. That's going to
18 culminate with the barbecue from 12:00 to 1:00. It
19 might be a thought.

20 MR. EICK: We're already organizing a
21 community fair down on the Plaza but I'll certainly
22 bring it up.

23 MR. CALLICRATE: For people that want to
24 go, I think it's --

25 MR. DEVINE: You're only trying to draw

1 them there for one reason, to capitalize on it.

2 MR. CALLICRATE: I know several members
3 don't ski and they've hiked up years ago, but they
4 haven't been up recently and they're not going to
5 get on the ski lift. If we have a tram, we could
6 use that.

7 MR. EICK: I remember the trustee that
8 wanted to have hay wagon rides up there for a
9 pancake breakfast once a month. Just couldn't get
10 anyone else to go along with that one.

11 MR. HUSSERL: So I've got ski early before
12 work, food and beverage offerings in the off-season,
13 food in the summer, restrictions, financials,
14 breaking out the food versus the lodge, and then
15 this concept of an open house.

16 Missing anything regarding Snowflake Lodge?

17 MR. CALLICRATE: Open house, I think, could
18 be taken district-wide for the people that live in
19 the community and will go to an open house during
20 the season. Here is what you all are paying for.
21 We want you to have a chance to come in at least one
22 time during the year to take a look at it and see
23 what we're doing here. Maybe have some visuals of
24 future plans and expansions.

25 MR. HUSSERL: So you would close it off to

1 everybody but residents?

2 MR. CALLICRATE: But primarily to the
3 property owners, residents and their guests. Here
4 is what your tax dollars are going towards and let's
5 have a chance to -- just people to get in the door,
6 because there's folks paying stuff here in town and
7 haven't been in the facilities.

8 CHAIRMAN SMITH: Anything, Steve? It's
9 getting close to 5:00.

10 MR. HUSSERL: This is a good natural break
11 point. I want to create the written document for
12 this, and the next step is a lot of work on the part
13 of management to get into the action steps and
14 budget. And we need to set a timeline, because as
15 Tim alluded to, we got a May budget and fiscal year
16 is coming up, so we probably need a commitment on
17 when can you come back together with the action
18 steps from what we have here?

19 MR. EICK: We have two budget hearings
20 scheduled right now. One is March 19th and we
21 really have the packet together pretty much, but for
22 the April 9th one we would have to have the stuff.
23 So April 9th we need the answers to these items.

24 MR. BISHOP: To the board?

25 MR. EICK: They get it seven days ahead of

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1 that, so April 1st or 2nd they would have it to
2 begin reading through. Quite honestly, we have a
3 number of these items already and things that we
4 will pursue on March 19th.

5 MR. PINKERTON: We'll hear more of this on
6 March 19th and it rolls into the April 9th.

7 MR. BISHOP: Does that work for you, Jim?

8 CHAIRMAN SMITH: Yes.

9 MR. CALLICRATE: Yes.

10 MR. HAMMEREL: Yes.

11 MR. DEVINE: Yes.

12 MR. EICK: To be honest with you, our
13 greatest challenge is to look at those sessions, two
14 hours -- and Steve and I are up to 40 or 50 slides,
15 and we want to leave you time to talk. Let's put it
16 this way, pieces of information, not things to talk
17 about as a presentation.

18 MR. HAMMEREL: It sounds like we're at the
19 end of Diamond Peak here which polishes up the list
20 of venues. Were there questions that didn't get
21 answered? Were there directions that were not
22 clear? Were there any conflicts that --

23 MR. EICK: I appreciate that you've done
24 this by venue. I'll be honest with you. There
25 probably are some overarching strategic things, but

1 Steve and I thought we could deal with those on
2 March 19th. Again, the issue of preferred pricing
3 and access for parcel owners, which could probably
4 be done best in the context. So while there's other
5 questions, I don't know that they need to be part of
6 this session. Thank you.

7 MR. HUSSERL: So a recommendation for
8 April 2nd, are we going to be able to follow what
9 we're going to do with each of these venues, who
10 will do it and when will it get done by? Short term
11 is a year, right, but the capital improvements are
12 not going to get done in a year. Those are two-,
13 three- or five-year plans, but it's making sure that
14 we lay all that out.

15 MR. CALLICRATE: Well, to that point, I
16 think it needs to be stated with what the capital
17 improvements what is doable, what time frame we're
18 looking at so everything isn't pushed way out down
19 the road to have, you know, a one-, two, three-,
20 four-, five-year plan. Any more than two years is
21 tough because you don't know what will happen with a
22 new board but we can figure out where we're going on
23 how things will be phased in.

24 MR. EICK: If I may, on March 19th we
25 wanted to speak -- a good chunk of it was about the

1 opportunities for capital versus operating
2 activities one, two and three and four years out.
3 You've heard us talk previously about smoothing and
4 how we're getting an opportunity now with shift
5 resources that have been repaying debt to maybe
6 catch up on some projects.

7 We want that definitely to be a big part of
8 what we talk about on March 19th. That will help us
9 place the timing of some of these projects. To be
10 honest with you, that's the biggest issue for the
11 Mountain Golf Course. If we put it out near four
12 and five, if you want to move that up because you're
13 ready to maybe make a choice about the facility, we
14 want to talk about how that opportunity fits in.

15 CHAIRMAN SMITH: In terms of the budget,
16 this would be my third year -- I didn't approve the
17 other two -- so can we look at this, like instead of
18 saying we have this to spend, a million dollars in
19 the budget, can we look at this, build it from the
20 bottom up and then we end up with a number and go
21 okay, we still need retained earnings to carry us
22 through.

23 I just haven't been happy with the way
24 we've been doing it the last couple years. I've
25 been frustrated. I know, Steve, you're talking

1 about doing it differently. I don't know if this is
2 the right time for this because you're preparing for
3 it.

4 MR. EICK: Well, in our preparing for it,
5 I've done a lot to change what we've been doing so
6 we can talk more about what we're accomplishing in
7 each functional area. What you've said, you want to
8 know how each of the food and beverage outlets do,
9 I've got that. If you want, we can have it.

10 Are you gonna be able at this point in the
11 process to tweak it a whole lot by, you know, 500
12 more people want to buy a hot dog? I know, I'm
13 gonna tell you we'll have to do something in a
14 general sense but --

15 CHAIRMAN SMITH: What I'm saying --

16 MR. EICK: We have a lot -- in our new
17 format we have a lot of opportunity to drill down to
18 give you better ideas of, again, what I call
19 functional activities. So if you say how does the
20 food and beverage at the Mountain Golf Course do,
21 we'll be able to show you that.

22 CHAIRMAN SMITH: I'm talking about the
23 bottom up. What does it take to have the Mountain
24 Golf Course operations open and food and beverage
25 from the time we open to the time we close? That's

1 what I'm talking about.

2 MR. EICK: We'll give you those.

3 CHAIRMAN SMITH: Whatever that number comes
4 up to, it seems like we start here and say this is
5 what we can afford. And there's all this in the
6 budget and, gosh, we have done this and that. I've
7 done budgets my whole life. I've met with people
8 and said what do we want to do and we build a
9 business plan. Can we afford this, well, we can
10 afford some.

11 MR. EICK: We are prepared to talk much
12 more about what are the service levels, the hours of
13 operation and this whole issue of, you know, why
14 close at 4:00 if we still have people there until
15 7:30 or 8:00. Give you an idea of what you're
16 probably saying is either the added cost of
17 extending employee hours or new employees to cover
18 the hours that are open. We have a lot of those
19 things going on. It doesn't start tomorrow. We've
20 been anticipating.

21 CHAIRMAN SMITH: How much do we -- maybe
22 get competitive bids. Gosh, if we did it that way
23 or this way. I don't know how much we can do this
24 quickly, but let's figure out so we're running a
25 performance-based efficient operation and we're

1 investing in the things for the future to do this
2 big stuff.

3 MR. HUSSERL: You want the plan to drive
4 the budgets, not the other way around. He will
5 determine whether you have the budget or if you need
6 more or don't. If you leave with anything else
7 other than this message, we want to make sure this
8 plan doesn't end up as credenza-ware. That's the
9 reason we're pushing so hard on the action steps and
10 the timetable. It's not to put this on a shelf, but
11 you guys have a lot of work to do. It's important
12 that you work well together and we're going to spend
13 time tomorrow talking about how to do that.

14 CHAIRMAN SMITH: Okay.

15 MR. BISHOP: I suggest we take a 10-minute
16 break and then we're going to talk about structural
17 questions. We're going to police this -- come back
18 at 20 after, max.

19 (Recess taken.)

20 MR. BISHOP: I want to talk a little about
21 change and communications. You have a lot of things
22 to do and people at various levels experience
23 different things. If you think about change
24 management, this is what you'll go through with the
25 evolution of this.

1 I want to talk with you about a model, a
2 commitment curve. You're going to be taking people
3 from what is the very well known, which even might
4 -- I might be confused about this and taking them,
5 hopefully, into a lot more clarity.

6 But the trip in between will cause some
7 angst so people have a steady state what it was but
8 they'll move into something else. So you'll still
9 continue to have some noise and all that stuff and
10 disagreements and all that. So just be aware of
11 that. You'll increase a lot of ambiguity and
12 tension and you'll also resolve a lot of things for
13 people. But the trip in the middle is kind of like
14 you're in the middle zone.

15 One thing to think about, and this is a
16 great way to think about it. You'll have members of
17 the board in terms of what you're committed to,
18 you'll have things at different levels and at the
19 same time -- also the community out there. If you
20 look at the whole question of I heard about what
21 that was -- in other words, status quo and here's
22 the level of commitment from low to high, the status
23 quo is I just heard about what's happening and I get
24 to be somewhat aware of it and now I understand it
25 and I've got a positive perception of it. I can go

1 along with that and this is just how things happen
2 and then the internalization and commitment.

3 So people go up that commitment curve at
4 different rates. They will go through those steps.
5 The speed at which they go up, those will vary.
6 It's not going to be going from ground 0 to 100
7 overnight, so you will have different levels and
8 that's why there's communication. You have to help
9 people work through these things, and that's what a
10 lot of your communications has to be about.

11 Questions about the commitment curve?

12 Pretty straightforward, but it lays out some of the
13 dynamics. I want to talk now about communications
14 and structure organization and structure. The
15 question there is how do we deliver on the brand
16 promise. How do we collectively as a board, as a
17 management team, deliver on this promise we made?
18 Some of our early observations being here just for a
19 couple of times, accountability around many issues
20 seems to be defused. I thought you were responsible
21 for that. No, I thought you were doing that, et
22 cetera, et cetera. It seems like that bounces
23 around a lot. Are we misreading that?

24 MR. CALLICRATE: No, you're not misreading
25 it.

1 MR. BISHOP: Just because you're going to
2 retire recently. So accountability, we'll talk more
3 about it tomorrow because that's a critical thing
4 that'll hurt a team. And tomorrow we'll talk about
5 a team being, not just a board and a management
6 team, but this is one team that has to work
7 together. Accountability, as I said, diffused. It
8 seems like your support, you're short on
9 administering the support particularly focused with
10 the board, the board getting information moved on,
11 et cetera.

12 CHAIRMAN SMITH: I agree.

13 MR. BISHOP: How do the rest of you feel?

14 MR. DEVINE: I need to hear other people's
15 take on it.

16 MR. CALLICRATE: In respect to, say, an
17 admin to the board or clerk to the board or whatever
18 -- and this is not a situation that's against Susan.
19 She's done a tremendous job, but she is overwhelmed
20 with the workload that she has.

21 MR. BISHOP: She's the only game in town, I
22 think.

23 MR. CALLICRATE: And what's happened is
24 because of the tremendous burden that's been put
25 upon her for public record requests and then prior

1 litigation and things of that nature and then also
2 being the executive admin to our general manager and
3 the former general manager, it's a formidable task
4 for two or three people and she's doing it as one.

5 I think that that's why we have Tina here
6 today, because for Susan to be able to transcribe
7 everything that we're doing today and her regular
8 job for Steve and then what she needs to do for the
9 district, you know, she would be on fire twice-fold.
10 So it's a lot of work that she has, or anybody in
11 that position because of what's being demanded of
12 the district by the community.

13 And I think there's an opportunity here
14 probably from within the district to get additional
15 support for the board for what we may need, and it
16 would diffuse a potential conflict. Say that we as
17 a board have a different route we're going or an
18 issue with our general manager. It takes it away
19 from Susan having to be put in the middle of things,
20 not that she hasn't done a good job, but I'm just
21 saying it's not fair to her or whoever is in that
22 position.

23 CHAIRMAN SMITH: Being on the board for two
24 years and being secretary for two years, I felt that
25 we needed more support. And now that I'm a board

1 chair and it's gone from a 15- to 20-hour job to
2 full time since I've started, I really don't ask her
3 to do much and I'm on my own.

4 I'd like to have some help, you know. I
5 feel if I go to her for help, she has other things
6 and so much going on that sometimes she can't
7 deliver it at the level. I've worked with her for a
8 good several years now on different projects. I'm
9 just finding that it probably has a lot to do with
10 what's being put on her plate.

11 But it's also a conflict of interest
12 because half of her salary, half of her income is
13 paid out through the Board of Trustees and allocated
14 through the board. It might not be half but maybe
15 40 percent.

16 MR. EICK: Half and half.

17 CHAIRMAN SMITH: Okay. It's not so much
18 whether she's putting in a 40-hour workweek and 20
19 hours is going to us every week, I don't know. But
20 her performance review is done by the general
21 manager and not the board. Her salary is decided by
22 the general manager and not the board. I've never
23 been asked at any time since I've been on the job
24 can you rate her on her performance and this doesn't
25 work well.

1 We do have an issue that we need help with,
2 like I need to draft a memo, I'm concerned about a
3 particular staff person. I want to look into some
4 information or I want to raise this question or
5 concern, whether it's from me or from a constituent,
6 I feel really uncomfortable going to her because of
7 her position.

8 MR. BISHOP: I think there are pretty
9 stringent separation laws and certain things she
10 always can't talk to you about, isn't there?

11 CHAIRMAN SMITH: Right. It's designed that.
12 way and I think it's a bad design. I think we've
13 had 100 percent turnover on the board since 2008. I
14 can tell you it's a big job. Once you become the
15 board chair, it's even more work and there's a lot
16 of information that has to be passed on. I end up
17 doing it myself and I'm not that good at it, and I
18 think the board and I need help.

19 MR. BISHOP: That is a big issue, and as
20 you think about restructuring or allocating
21 resources different ways -- Steve has some ideas
22 about this -- it needs to be addressed.

23 CHAIRMAN SMITH: If I could say one more
24 thing. It would be really good if we had somebody
25 for the board that spoke for the board and worked

1 for the board only. And let's say they want to go
2 to the Bonanza meeting and they could report back to
3 the board what was discussed or other things going
4 on in the district and they could help us with
5 things.

6 It would be great if somebody said Jim,
7 what can I help you with this week, you know. I
8 don't think that she doesn't want to do that. I
9 think she has a lot on her plate.

10 MR. BISHOP: This is not a reflection --
11 this is a woman who the first time we were coming up
12 here she was on vacation -- was it Labor Day? I was
13 talking to her back and forth. She was making
14 arrangements on Labor Day.

15 CHAIRMAN SMITH: I reached out to you,
16 Steve, and said let's look at this. Steve's worked
17 in this business his entire life and I'm new to it.
18 What can we do, what's the best structure, what can
19 help us. As trustees we get burned out and
20 sometimes all this information comes at us at once.
21 We may get 50 emails in a day and 300 a week from
22 people. Then we may go a week without anything.

23 MR. BISHOP: That could hurt you with
24 communication with the community. Jim?

25 MR. HAMMEREL: Without a doubt our board

1 clerk is overburdened with public records requests.
2 That's a fact we can all agree on.

3 The bullet point I see is additional
4 administrative support focused on board. I don't
5 think that's what we need. I think we need
6 additional administrative support focused on the
7 community. If there's a handful of people that
8 always want public records requests because they
9 don't trust what the district is doing, that's the
10 position we need to hire for.

11 Honestly, I don't think that's the strength
12 of the board clerk is digging through boxes trying
13 to find records all day.

14 CHAIRMAN SMITH: I agree with you, Jim. We
15 represent the community.

16 MR. HAMMEREL: Personally I know that our
17 clerk is overburdened and I don't request anything
18 from her. I don't ask her to do reports for me. I
19 don't ask her to send me anything. I don't ask her
20 to do anything unless it's absolutely necessary
21 because I don't want to be that person that's doing
22 that.

23 I don't feel that my demands aren't being
24 met because I don't have any demands. If I had my
25 way, I would find a better solution to get public

1 records in front of people. And whether that's
2 utilizing technology and putting everything on our
3 website, whether that's hiring somebody at \$20 to
4 provide records to people or a public ombudsman to
5 act as a community liaison with the district, that's
6 where I want to put my -- the district resources.

7 MR. BISHOP: With our time we won't solve
8 this problem now.

9 CHAIRMAN SMITH: It would be great if we
10 have agendized items coming up and we could just go
11 out to the community and find out what you're
12 hearing, what are we hearing from out there, so I'm
13 not just focused on people talking to me.

14 MR. BISHOP: You're short on what I would
15 call program and project management. With engineers
16 this is second nature. They know program and
17 project management. Some other people in the
18 organization -- I don't know what level they operate
19 at but there seems to be -- I really believe with
20 all you have going on you absolutely need this
21 internal discipline. It allows you to pin down
22 what's going to be done, et cetera, monitor it,
23 meaning the issues as they emerge, and they will
24 emerge.

25 How do you communicate with potential

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1 partners, public, private? What should be the
2 standards there? How is that handled in your
3 present structure? Is anything ever said that these
4 are our criteria and how we relate to potential
5 vendors?

6 You've got a lot of brain thrust out there.
7 I think I hear a lot of people say gee, I could help
8 in this way. What's the criteria? How do we treat
9 them, partners or intruders or interlopers?

10 MR. HAMMEREL: That was one of the things
11 that myself and former Trustee Simonian tried to
12 tackle, revising our purchasing policy. How do we
13 preferentially treat a local vendor versus a
14 statewide or national vendor and how do we assign
15 metrics to that. We took the first two steps on
16 that and that's been credenza-ware ever since. I'd
17 like help from another co-trustee to put that back
18 on the radar here.

19 CHAIRMAN SMITH: I've heard from
20 architects, IT people, builders, photographers,
21 we've pushed them all the away to the point where
22 they don't -- they're not actively involved or we're
23 so difficult to work with in some cases -- and it's
24 true, we've sabotaged some people and it's happened,
25 to give you examples.

1 I've heard from people -- I had an engineer
2 come up to me and say I would have loved to do that
3 work and I reached out a couple years ago. I
4 understand -- well, you need to register with us.
5 We should be signing all these people up that want
6 to work with us when we do RFPs on everything we do
7 and give everybody a chance to bid on it. Like the
8 city of Truckee, there is a 5 percent, or some kind
9 of grace period for locals, we need to support the
10 community that's supporting us.

11 MR. DEVINE: I understand the vendor part,
12 but there's, at least what I've heard, plenty of
13 people in the community with backgrounds in
14 engineering, traffic controller, whatever, that
15 offered their help for free. How do we vet that and
16 set up a system and not just take the guy who walks
17 in and says he's an expert in it.

18 CHAIRMAN SMITH: I pay the rec fee, I'm
19 already invested, I just -- their genuine interest
20 is to do the right thing because they live here and
21 we failed at that. The relationships even with
22 existing vendors -- and I know our food and beverage
23 vendor just sold the business and they were
24 sabotaged the first year and a half. Don't have a
25 place to store equipment and you have to take it and

1 leave it. Very difficult.

2 And the same thing happened in other venues
3 where they want to quit. Even we're competitive
4 with them saying we want to take this back. And
5 it's real. We've got to fix this somehow, like
6 tomorrow.

7 MR. CALLICRATE: One thing a lot of places
8 do, I know, over at the Thunderbird Lodge and we
9 have preferred vendors and they are vetted through a
10 process to where whoever it is -- primarily they're
11 the caterers, but we also have things for special
12 events and musicians and whatnot, even security
13 individuals, that have to meet a certain criteria
14 that we establish at the district level, the board
15 level, however it makes sense in the organization.

16 It's always reviewed by, but it's like,
17 folks, here are the preferred vendors for the
18 Chateau. You don't just get to wheel in and set up
19 a picnic on the floor of the Chateau. You have to
20 go through a preferred vendor, if that's what we
21 want to do, which it makes sense on controlling our
22 facilities' use and whatnot. I think that needs to
23 happen with the whole district.

24 CHAIRMAN SMITH: They also need to be
25 treated like are our own, because they are our own.

1 I mean, when we do customer service training, we
2 like to have all the folks come to our training
3 because the customer doesn't know whether this is
4 private or public. It's all service working
5 together in the same boat.

6 MR. BISHOP: That's money in the bank. I
7 mean, these are people in the community, brain
8 power. A lot of people are willing to do things for
9 free and they want to contribute. If you have a
10 good partnership with them, then they're -- I'm
11 looking for a better term -- good-mouthing you out
12 there.

13 CHAIRMAN SMITH: And they can be part of
14 the budget process and every step we do. We should
15 be going to them and saying how do we grow together.
16 Like Snowflake Lodge, we should be going to them
17 right now during their budget process and saying
18 what are your numbers for next winter? Is there
19 anything we can do to help you meet higher goals?
20 They should be part of the whole process and part of
21 the team.

22 MR. HUSSERL: Those vendor relationships
23 and public-private partnerships need to be the
24 responsibility of people. They need to be charged
25 with managing those relations and evaluated on how

1 those relationships are going. And it doesn't
2 necessarily mean you have to have a new person hired
3 to do it but those responsibilities need to be
4 assigned to people, again, back to accountability so
5 we know who is accountable for the relationship with
6 the food vendor or if we're using builders or
7 architects.

8 CHAIRMAN SMITH: We need to overcome the
9 reputation. And it isn't necessarily Mr.
10 Pinkerton's reputation. He just got there. We're
11 community first. We want to work with you and you
12 want to work with us. Sometimes working with the
13 government isn't as much fun, but let's make it fun
14 and positive and a win/win so we all win and the
15 customer wins. We have to brand that and market
16 that.

17 MR. BISHOP: It has to be in your structure
18 too.

19 CHAIRMAN SMITH: Hand-on-hand, face-to-face
20 sometimes.

21 MR. BISHOP: How do we communicate with the
22 customers, the community. Your committee is working
23 on that and coming up with some good ideas. I get
24 back to the term "air traffic controller." Somebody
25 needs to be the air traffic controller about all the

1 communications that goes out because, if not, you're
2 going to be going out in too many different
3 disparate ways.

4 CHAIRMAN SMITH: Can I ask you something,
5 Charlie, because communication and trust are the two
6 most important things we have to improve on. Should
7 we have a position in our organization that's the
8 communication innovator that handles all
9 communication? Is it the general manager? Is it
10 somebody internally that -- the public information
11 officer?

12 MR. BISHOP: Well, it has to be somebody
13 who manages the flow of the communication that goes
14 out. Whatever you call it, it has to be -- I think
15 it has to be in your structure and not -- you guys
16 are on the committee. Do you disagree with that or
17 am I chasing something?

18 MR. CALLICRATE: No. Gerry was saying as
19 far as any of the inquiries that come in, there is
20 software available out there that they're
21 implementing that will be -- I think not all of it,
22 clearly, but probably one-quarter or a good portion
23 can be managed with the technology that's out there.
24 And then when there's any kind of a press release,
25 it needs to be one person, a PI.

1 What we were talking about at our group
2 level was that all members of the community, all the
3 employees of IVGID at all the venues will have a
4 certain level of knowledge that is expected of them.
5 So each and every person at the particular venue can
6 say, instead of "I don't know," they can say well,
7 X, Y and Z and for further information we can get
8 you in contact with so-and-so, so they're more in an
9 ambassadorial situation.

10 But for documents the PIO needs to have
11 that -- correct me if I'm wrong. We've been talking
12 about having that one central contact because right
13 now we've got about 107 slash 807, you know.
14 They're all over the map.

15 CHAIRMAN SMITH: They need to be part of
16 the brand and the way would we do it has to tie
17 together. This is our tone, this is our style, the
18 way we communicate through the PIO.

19 MR. BISHOP: Most big firms when you go to
20 events, people are talking to you and stuff like
21 that. I can assure you that immediately after
22 there's an immediate debrief. What did we learn,
23 what did we find out, what can we do better and less
24 of.

25 MR. CALLICRATE: It hasn't been part of the
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1 culture here -- and I'm not faulting anyone -- but
2 even after minor events, all the events per venue, I
3 don't know what the managers do per venue but I
4 imagine to a degree that may happen, whether it's
5 extremely informal or a formal process, but we've
6 been talking about that as well.

7 CHAIRMAN SMITH: Debrief, what did we
8 learn, what do we need to communicate and let's do
9 it timely. If you don't do what's fresh in your
10 mind, it all gets --

11 MR. BISHOP: It needs to go into your
12 structure. What's our mindset about complaints? If
13 somebody complains to us, what is our mindset about
14 that? Are these people complainers or --

15 CHAIRMAN SMITH: I can tell you what it was
16 as a general manager. Completely overreact. We had
17 a problem at the beaches with glassware, so we'll
18 provide plastic. Overreact. Some it's not
19 consistent. It's dismissive. We can always learn
20 something from somebody and we can always get
21 better. We need to take -- I think that might be
22 part of our core values. We have to realize, even
23 if a complaint seems really wild, we can find a way
24 to learn something and deliver some service.

25 MR. HUSSERL: Complaints are opportunities.

1 MR. HAMMEREL: Going back to the bullet
2 above it, the complaints are just communication.
3 Ideally, what we're doing is we have to standardize
4 the process of dealing with a complaint and
5 cataloging that complaint so that we can say at the
6 end of the year, we had 37 people complain that the
7 bathrooms at Village Green were dirty.

8 Well, we have to make sure we have enough
9 money in the budget next year to add extra resources
10 to make sure they're clean. Because 37 people is 36
11 too many. So whoever we delegate that air traffic
12 controller position to, that process or that system
13 or that person needs to catalog those complaints.

14 CHAIRMAN SMITH: Who is responsible
15 ultimately?

16 MR. HAMMEREL: Jim may get a complaint but
17 we don't hear about it, or Bill may get a complaint
18 but he doesn't share with us. So if there was a
19 standardized process, Bill would receive a complaint
20 and he would do something with it.

21 MR. DEVINE: There's already models in
22 place for that. The Sheriff's Office is very
23 simple. There's no complaint that's not addressed.
24 It may be unfounded, it may be sustained, but they
25 all get addressed.

1 MR. BISHOP: You have a process there and
2 we need a process too. People understand how we
3 handle those things.

4 CHAIRMAN SMITH: Well, since Bill is
5 retiring, we're putting him in charge of complaints.

6 MR. DEVINE: If you give it to me, I will
7 handle almost all those complaints the way I see
8 fit. You may not like it.

9 MR. HUSSERL: So this question of do things
10 right versus do the right thing. Obviously, we know
11 we have legal requirements, open meeting laws that
12 are pretty restrictive and it's important that we
13 follow the law.

14 The other side of that, though, is what
15 about doing the right thing. What's the right thing
16 for the customer, and that doesn't always mean that
17 we're gonna follow every single rule. The customer
18 is right so what will we do to make the customer
19 happy. You've heard the old adages about
20 Nordstrom's and the people who return tires. Well,
21 we don't sell tires, but we'll make you happy
22 anyway, because we're all about delighting the
23 customer.

24 So what does it mean to do the right thing?
25 That means people using their discretion. It means

1 they're not always going to follow the exact rule
2 book that we have for how we'll deal with customers.
3 Sometimes we'll go outside the lines.

4 MR. CALLICRATE: It seems with the five new
5 core or reestablishment of the core values for the
6 district and the new training, you know, with the
7 empowerment aspect, you know, give people the
8 discretion. People are smart.

9 We've had an interesting culture for the
10 last several years and it's in the process of
11 changing. It has changed to quite a degree in
12 areas. It's just like you said, we had an issue
13 several years ago. People wanted to go down to the
14 water who didn't have a ticket and there was an
15 individual in a wheelchair.

16 Well, it would have been a great thing and
17 the right thing to have allowed that person driving
18 by who just wanted to go down and put their hand in
19 the water, they weren't going to stay. And they
20 couldn't go because they didn't have a beach pass.
21 Well, yes, you can't go on the beaches without a
22 beach pass, but here's somebody who clearly had an
23 issue.

24 Was that really going to upset the entire
25 world as we know it and stop the earth from turning?

1 No. And it would have allowed an opportunity for us
2 perhaps a future visitor to our community. But
3 because of such an unpleasant and unneeded
4 experience, the fallout from that took several years
5 in the district to be squelched.

6 MR. HUSSERL: Great example. How many
7 people do you think that individual told about their
8 bad experience they had here?

9 MR. CALLICRATE: Oh, I'm sure several
10 hundred.

11 MR. HUSSERL: At least. At least.

12 CHAIRMAN SMITH: So services do things.
13 It's either really good or really bad and anything
14 in between nobody talks about. If it's great,
15 you'll share the story with people over and over
16 again. If it's bad, you'll tell as many people
17 about that until you're tired of it and got it out.

18 I've got the Nordstrom's handbook here
19 (reading) "...set both your personal and
20 professional goals high." This is their handbook.
21 "...we have great confidence in your ability to
22 achieve them -- and that rule is, our one rule, Use
23 good judgment in all situations." So we have to
24 empower employees. Our demographic meets that.
25 We're a Nordstrom's demographic.

1 MR. HUSSERL: You have great experienced
2 people that work here. You have the talent to do
3 it. There's no question.

4 MR. CALLICRATE: I have to leave. Sorry.
5 I have to go to work.

6 MR. BISHOP: So tomorrow we'll pick up and
7 look more at program and project management.
8 There's an issues log, exactly what you were talking
9 about, and we'll talk more about that. You wanted
10 to say a few words.

11 MR. PINKERTON: Yes, quickly, because I've
12 talked to everybody about structure but I wanted
13 to -- before you saw this in a budget book, I wanted
14 to get feedback today and tomorrow. But,
15 essentially, it is very much in alignment with what
16 I heard the last 15 minutes.

17 I can tell you that probably the biggest
18 learning curve I've had is even in the community
19 1/10th the size, I'm used to managing the amount of
20 personal activity that flows through the manager's
21 office is just as intense here as it is in cities
22 much larger. And the challenge we have is we have
23 far less staff to handle that flow of interaction
24 than I'm used to and far fewer systems in place to
25 do it, which is what I think I've been hearing

1 about.

2 And so the first thing I've attempted to do
3 here is better describe what our functions are. I
4 believe that we have our operational functions that
5 have dominated our dialogue in the past but the
6 reality as I see it, one of three key areas. That's
7 operations, asset management and what I call
8 administration and communication. In the past all
9 we ever here about is operations and when you have a
10 capital project it kinda gets fit into the existing
11 system.

12 So what I see in the long run -- we've
13 talked about this a little bit -- it really behooves
14 me to try and fill that position that you approved
15 in the budget for the director of community
16 services, and unless I hear any objections, I'm
17 going to be starting that recruitment immediately
18 for the director of community services position so
19 they can do for community services what Joe, I
20 think, has done on the public works side of the
21 equation.

22 The second thing we're looking at is moving
23 engineering and facilities into their own high-level
24 function, because, let's face it, we have an
25 incredible number of assets here. And so much of

1 our energy, I think, the next couple years --
2 because I think, hopefully, you will be approving a
3 recreational facility master plan, and that combined
4 with we have some major public works projects coming
5 up, we need to have a group solely focused on asset
6 management and make it much higher up in our daily
7 mindset.

8 Thirdly, on the administration and
9 communication side, you can see what I've done here
10 off to the right is we now -- I would propose we
11 call Susan's position "executive assistant and
12 district clerk," because really what she's servicing
13 is the meetings of the district and most of her
14 energy is going into agenda management, public
15 records requests and issues of the district as a
16 whole. And I think we've all established that alone
17 is a full-time job.

18 And then what I envision is a
19 communications coordinator, which I think is exactly
20 what I've been hearing over the last 20 minutes.
21 Gerry is just about to execute the contract on our
22 customer relationship management software that will
23 be incredibly effective at internal and external
24 communication. All of the constituent issues, all
25 the board member issues can come in a central

1 location and get parsed out with the leadership of
2 this person. And these softwares allow you at any
3 time you want -- middle of the night, if you want --
4 to see who this was assigned to, when they have to
5 respond back, whether it was done or not. It gives
6 you the metrics for how quickly it's being responded
7 to.

8 This person could also be in charge of
9 public information and all press releases would come
10 from this person. I talked to Jim Hammerel
11 specifically about doing a weekly newsletter to get
12 updates and information to the board and community
13 and the staff as well. We're also looking at taking
14 our little rec guide and updating it to a quarterly
15 newsletter that's distributed to all of our property
16 owners. So that also gives us a chance to provide a
17 lot better information to our property owners.
18 Somebody is going to have to be responsible for all
19 that content.

20 As part of the whole asset management
21 function, I think we've all talked about we'll have
22 a lot more community meetings in the future and we
23 want those run as efficiently as possible, because
24 we want feedback on the recreation master plan and
25 the beaches. This person would be in charge. They

1 would make sure that every one of our communities
2 is -- provides as much feedback from as many people
3 to those meetings.

4 I also see this person in charge of board
5 support as well. Depending on what happens with the
6 job, this person may need additional support in that
7 but as the chairman mentioned, you know, being our
8 representative at different meetings, providing
9 support to the board that they need and helping
10 ensure there's adequate board communication and of
11 course making sure as the communication committee
12 continues, they would be responsible for that
13 implementation.

14 So new position, a lot of responsibility,
15 but I think it's one that could address -- there is
16 no silver bullet but I think it would go a long way
17 towards centralizing our communications and making
18 sure we do far more interaction with the community
19 than we do right now, so that's the thought process
20 based on all the feedback with the discussions with
21 the board.

22 CHAIRMAN SMITH: Where is marketing?

23 MR. PINKERTON: Marketing is still part of
24 the community services.

25 CHAIRMAN SMITH: They would report to the

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1 director of community services?

2 MR. PINKERTON: Yes. We would house
3 marketing within community services, but one of the
4 things I want to talk about in the budget is beefing
5 that up and so that's why I don't want to split our
6 marketing manager and PIO because I think both
7 deserve full-time attention. We're looking right
8 now at that whole situation. Obviously, if we get
9 into brandings, that's gonna be part of the
10 marketing manager's responsibility, which is a
11 district-wide function.

12 I think part of -- while you have lines
13 here, I think part of my philosophy is you have a
14 lot of matrixing between departments. I don't want
15 to centralize things over in administration. I'd
16 rather put things where they have the primary
17 responsibility, but if I'm doing my job, we've
18 broken the cycles down and so, frankly, it shouldn't
19 matter where they are. I'm looking more at where
20 they would have the best -- I anticipate the
21 community services director will have the most
22 background in marketing to support that person.

23 CHAIRMAN SMITH: Yeah. Because it's been
24 marketing is 80 percent ski and then our market
25 versus reporting. If I'm running the golf course,

1 I'm trying to get over to my side of the fence.

2 MR. PINKERTON: And that's where the
3 community service director could make a big
4 difference where it's no longer a subset of ski or
5 golf.

6 CHAIRMAN SMITH: Well, you have an
7 executive assistant district clerk still and she's
8 doing all the same duties and she's overwhelmed.
9 You were saying earlier that she would be picking
10 up -- the communications director would pick up some
11 of that.

12 MR. PINKERTON: Yes.

13 MR. DEVINE: Well, if I understand your
14 boxes right, there's other things that could go off
15 your boxes. I mean, the executive assistant
16 district clerk could have an assistant, if it was
17 identified properly.

18 MR. PINKERTON: The district clerk's main
19 responsibilities are the agenda management and
20 public record requests and support to the general
21 manager, and then all of these other communication
22 issues now go through the communications
23 coordinator. I think that would take a lot of
24 pressure off, the board support as well.

25 MR. DEVINE: Have you developed -- I think

1 I know the answer -- you've developed a matrix, so
2 to speak, that you feel like your span of control is
3 manageable and makes sense for the philosophy that
4 you're trying to put forward.

5 MR. PINKERTON: This somewhat reduces my
6 span of control, particularly all the time I'm
7 having to spend on the recreation side. I want to
8 be able to focus more on communication, frankly,
9 because I think it is a critical part of what we do.

10 MR. HAMMEREL: Under the administration and
11 communications box, explain to me what the
12 communications part is.

13 MR. PINKERTON: The communications
14 coordinator has the district-wide responsibility for
15 all the -- both at the board level and the staff
16 level -- for, as you were saying earlier, you have
17 that one-stop shop for all communication and I think
18 it's crucial. This person does the press releases,
19 this person does the newsletters, this person helps
20 support the board and all the interaction with the
21 community.

22 And the part I can't emphasize enough is
23 all the community meetings I anticipate us having in
24 the next couple years. We need to make that part of
25 our profession, not just, you know, go to this

1 meeting.

2 MR. HAMMEREL: I understand that. I guess
3 what I'm asking is in the box administration slash
4 communications, what part of human resources and
5 farm it is communications?

6 MR. PINKERTON: Well, IT is going to have
7 to be supporting that technology. The main thing is
8 that we're not just gonna be admin and we're not
9 just doing internal support for departments, but
10 we're far more -- I think it's making a point that
11 admin is not more externally focused and that this
12 communication is just as important as operations.

13 CHAIRMAN SMITH: Okay. Can I add a couple
14 things? With the exercises you might be going
15 through with the person you've hired to help us
16 serve us is for service we're talking about a
17 mission statement and exemplary and superior service
18 and great service. Service should be -- I'm just
19 suggesting this -- is almost a box on the other
20 side, service, a person responsible for training,
21 executing service, making sure the service is the
22 same at public works as it is in public records and
23 IT and everything we do.

24 It's probably not that -- doesn't cost that
25 much, but it's going to help with employee retention

1 and the revenues and it will be focused -- then we
2 get to the community services person and I know we
3 have an old job description. Are we updating that?

4 MR. PINKERTON: I'll bring that back to
5 you. After today I was anticipating going out and
6 getting some solicitations from a headhunter and
7 hiring a headhunting firm and they would draft up
8 something we could all review.

9 CHAIRMAN SMITH: Let's not hire the one we
10 hired last time.

11 MR. PINKERTON: I think I can handle that.
12 As far as the level of service, you make a very good
13 point that we need that person. We didn't have the
14 training last Friday but I think we will get some
15 outcomes out of that where we have a better idea of
16 how to do that.

17 CHAIRMAN SMITH: It will pay for itself.
18 It will help with turnover and all that stuff. I
19 think you're depending on your HR director to do all
20 that and this person could be out in the field
21 helping your venue managers focusing on the service
22 side of things.

23 MR. GUINASSO: Did you want to address the
24 succession planning in the context of your
25 organizational chart?

1 MR. PINKERTON: It shows you you've got
2 some clear ability to have several
3 second-in-commands, which I think is what we want.
4 You want to have redundancy there. We have that in
5 most of our positions now.

6 CHAIRMAN SMITH: What's been happening the
7 last two years is I got an email when Bill Horn left
8 saying Joe Pomroy is in charge this week. And then
9 if you're identifying somebody that's interested in
10 becoming a general manager either for our district
11 or somewhere, I think that's a really positive thing
12 because we're gonna end up -- they will end up being
13 able to help you.

14 MR. PINKERTON: There's a couple places
15 lacking that I need to talk to staff about.

16 CHAIRMAN SMITH: Okay. This looks pretty
17 good. I like where you're going with it.

18 MR. PINKERTON: We'll talk about it more on
19 March 19th.

20 MR. EICK: It's in one of the slides for
21 you to actually discuss.

22 MR. PINKERTON: I wanted to -- this is a
23 good setting for the preview.

24 MR. HAMMEREL: Thank you.

25 CHAIRMAN SMITH: Anything else?

1 MR. DEVINE: Were you asking if we had
2 anything?

3 CHAIRMAN SMITH: Yes.

4 MR. DEVINE: Before you go to the last
5 public comment, can I interject on the first one?

6 I wish Ms. Epstein was here, but I'm sure
7 she will read through the transcripts. It was
8 interesting one of the things that she chastised us
9 for was not recognizing that the staff is a strength
10 and I didn't -- and I may have missed it in the
11 eight-hour meeting.

12 But it was my recollection that we did
13 identify staff as a strength and I went back and in
14 the notes on page 5 it clearly shows under "IVGID
15 strengths" that we identified experienced and
16 dedicated staff, so I just wanted that on the
17 record.

18 CHAIRMAN SMITH: Yes. And on the record I
19 remember saying firsthand when we were talking about
20 service delivery over and over again this has
21 nothing to do with staff. It has -- just like we
22 were talking about Diamond staff. It has to do with
23 the layout of the facility, not the staff.

24 MR. DEVINE: Not from an argumentative
25 point of view, but I think when something like that

1 gets written down that if we can catch that to at
2 least put out, you know -- I don't want to call it a
3 correction as much as a clarification.

4 CHAIRMAN SMITH: She mentioned that we need
5 to have Crystal Bay in everything we do. We just
6 probably should have told her that.

7 MR. GUINASSO: She had a critique about not
8 addressing communications and it was because you ran
9 out of time. Today you spent quite a bit of time
10 making communications a priority, so that probably
11 should be underscored.

12 CHAIRMAN SMITH: Anybody have anything else
13 before we go to public comment?

14 MR. HUSSERL: We're going to spend a bit of
15 time tomorrow on getting the team to work more
16 effectively together dealing with trust, management
17 conflict and accountability and commitment. That's
18 going to be the emphasis. There'll be a lot of open
19 communications and it's going to be very different
20 from what we've done over the last two days in that
21 it's much more of a workshop format.

22 CHAIRMAN SMITH: Charlie?

23 MR. BISHOP: I also wanted to mention
24 Gerry. I've asked him for some information and he's
25 been very graceful and gotten it quick. He's got a

1 lot of information.

2 MR. EICK: Thank you for the opportunity to
3 participate. I appreciate it very much.

4 CHAIRMAN SMITH: All right. I don't have
5 anything else. Mr. Eckels, public comment?

6 MR. ECKELS: On Village Green, that's still
7 our med vac area.

8 MR. EICK: Yes.

9 MR. ECKELS: Going to my public comment,
10 turning to the mission statement that you guys
11 presented, you state "maintaining extraordinary
12 recreational opportunities for residents
13 stakeholders and visitors." I would add to that
14 list "nonresident property owners." That may have
15 been what you meant by "stakeholders," but I think
16 the nonresident property owners need to be
17 represented.

18 Both staff and board members have made
19 comments that nonresident property owners are
20 somehow second-class citizens, and they are not. I
21 would encourage you to also prioritize that
22 grouping. Property owners should be your top
23 priorities.

24 Secondly, you state "maintaining
25 extraordinary public recreational opportunities." I

1 would suggest you place limits on that statement.
2 Government entities have a proclivity to
3 empire-build. We have beaches, parks, golf course,
4 state parks, meeting venues, and to my amazement, a
5 ski resort. Where does it stop? Summer operations
6 at Diamond Peak, we're discussing that right now.
7 It sounds like we're about to have a bike pump-track
8 next. Why not a ferris wheel down on Incline Beach?
9 How about a boat rental operation at Ski Beach?
10 This is Nevada. Let's have a brothel at Raley's
11 Center. Where does it stop? And to my best
12 judgment, and I think Bea's, that the property
13 owners do not want it to come to that, so please put
14 limits on your mission statement. Thank you.

15 CHAIRMAN SMITH: Thank you, Mr. Eckels.
16 Any further business? Seeing none, this meeting is
17 adjourned. Thank you everybody.

18 (Whereupon, proceedings were adjourned at
19 5:05 p.m.)

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1 STATE OF NEVADA

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3 COUNTY OF WASHOE

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5 I, CHRISTINA MARIE AMUNDSON, a Certified Court
6 Reporter in and for the states of Nevada and
7 California, do hereby certify:

8 That I was personally present for the purpose
9 of acting as Certified Court Reporter in the matter
10 entitled herein;

11 That said transcript which appears hereinbefore
12 was taken in verbatim stenotype notes by me and
13 thereafter transcribed into typewriting as herein
14 appears to the best of my knowledge, skill, and
15 ability and is a true record thereof.

16

17 DATED: At Reno, Nevada, this 18th day of March
18 2015.

19 /S/Christina Marie Amundson, CCR #641

20 Christina Marie Amundson, CCR #641

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5 SPECIAL MEETING OF THE INCLINE VILLAGE
6 GENERAL IMPROVEMENT DISTRICT

7 BOARD OF TRUSTEES STRATEGIC PLANNING SESSION
8 FACILITATED BY CORALBRIDGE PARTNERS

12 FRIDAY, MARCH 6, 2015

13 THE CHATEAU

14 955 Fairway Boulevard

15 Incline Village, Nevada

23 Reported by: Christina Amundson, CCR #641
24
25

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1 APPEARANCES:

2 General Counsel: Reese, Kintz, Guinasso
3 Jason Guinasso, Esq.
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Suite 402
4 Reno, Nevada 89511

5 Board of Trustees: Jim Smith, Chairman
6 Tim Callicrate, Vice Chairman
7 Jim Hammerel, Secretary
Bill Devine, Trustee

8 Stephen Pinkerton, General Manager
9 Joe Pomroy, Public Works
10 Brad Johnson, Engineering Manager
11 Indra Winquest, Parks & Recreation
12 Director
13 Brad Wilson, General Manager,
14 Diamond Peak
15 Dee Carey, HR Director
16 Susan Herron, Executive Assistant
17 to the Board
18 Michael McCloskey, Senior Head Golf
19 Professional, Golf Course Incline
Village.

20 Also present: Gerry Eick, CPA

21 For Coralbridge: Charles H. Bishop, Jr., Ph.D
22 Principal
23 Jeffrey Husserl
24 27 N. Wacker Drive
25 Suite 403
Chicago, IL 60606

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1 INCLINE VILLAGE, NEVADA, MARCH 6, 2015, 1:00 P.M.

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3 CHAIRMAN SMITH: Ladies and gentlemen,
4 welcome to the Incline Village IVGID Strategic
5 Planning Session. The roll call of the IVGID board
6 of trustees. Trustee Devine?

7 MR. DEVINE: Here.

8 CHAIRMAN SMITH: Secretary Hammerel?

9 MR. HAMMEREL: Here.

10 CHAIRMAN SMITH: Vice Chairman Callicrate?

11 MR. CALLICRATE: Here.

12 CHAIRMAN SMITH: Kendra Wong is out today
13 on a family matter, and then Jim Smith, Chair, is
14 here. I'd also like to have staff introduce
15 themselves for the record.

16 MR. GUINASSO: Jason Guinasso, legal
17 counsel.

18 MR. PINKERTON: Steve Pinkerton, general
19 manager.

20 MR. POMROY: Joe Pomroy, public works.

21 MR. JOHNSON: Brad Johnson, engineering
22 manager.

23 MR. WINQUEST: Indra Winquest, assistant
24 parks and recreation director.

25 MR. EICK: Gerry Eick, director of finance.

1 MR. WILSON: Brad Wilson, general manager
2 Diamond Peak.

3 MS. CAREY: Dee Carey, director of human
4 resources.

5 MS. HERRON: Susan Herron, executive
6 assistant to the board.

7 MR. McCLOSKEY: Michael McCloskey, senior
8 head golf professional golf course Incline Village.

9 MS. ANDERSON: Kayla Anderson, public
10 information officer.

11 MR. BISHOP: Charlie Bishop with
12 CoralBridge Partners.

13 MR. HUSSERL: Jeff Husserl. Nice to meet
14 everybody.

15 MR. EICK: Tina came back for another day.

16 CHAIRMAN SMITH: Welcome back, Tina.

17 THE REPORTER: Thank you.

18 CHAIRMAN SMITH: Public comment.

19 Mr. Weinman?

20 MR. WEINMAN: Andrew Weinman, 1140 Vivian.
21 I just have a couple of comments. I sat through
22 part of yesterday. I had to leave for a previous
23 engagement and couldn't stay to what I'm sure was
24 the riveting end of the meeting, although I don't
25 know what it was.

1 Just I have a couple of things I want to
2 say. One is there are a lot of smart people here
3 seated at this table, staff and board alike and
4 you're learning that transitions are not easy and
5 that they take a great deal of effort,
6 communication, input, thoughtfulness. Sometimes
7 people say things that maybe would be best kept to
8 themselves, but in their enthusiasm to do the job,
9 they sometimes say things which only make other
10 people unsure about where the organization's going.

11 So yesterday you discussed the vision
12 statement for a few moments and then decided that
13 you really didn't need to tend to that anymore and
14 moved onto the -- what appeared to be the major
15 agenda, which was to go into the weeds with each of
16 the venues.

17 I would submit just from my perspective
18 your vision statement is much more important than
19 you think it is or than some people. It is a quasi
20 legal document. It does have power. And if your
21 strategy and your strategic plan doesn't overlap
22 considerably with your vision statement, somebody's
23 gonna come along someplace down the road and raise
24 that issue, and it might not be a friendly party.
25 So I would encourage you to just take another look

1 at that for a moment, and I will tell you what my
2 vision statement is, just so you can have something
3 to shoot at. And that is that IVGID will help make
4 Incline Village a premier community to live and
5 recreate. I'd take out "destination" and, you know,
6 let the issue of how much goes into visitors and how
7 much goes into the community itself for people who
8 live here most of the time as something for you to
9 discuss.

10 The second sentence is "as a result,
11 Incline Village will develop a reputation as above"
12 -- no. "one of the best places to live, work, visit
13 play and stay." I read this prior vision statement
14 as, at least from my perspective, too elitist. So
15 I'm done. Thank you.

16 MRS. EPSTEIN: Bea Epstein, 933 Fairway
17 Park Drive. I wasn't going to say anything today,
18 Jim, but you kept looking at me like I should say
19 something.

20 I'm very happy to see that the staff has
21 joined this discussion today, since their
22 responsibility will be to implement all of the
23 board's strategic plans. And I think it's critical
24 that staff hears what your plans are directly from
25 the board. I think it has a lot more weight. It

1 also helps the general manager to not have to be
2 translating every step of the way, so I think you've
3 done a very productive thing today by bringing in
4 staff members to participate in today's workshop.
5 Thank you so much.

6 CHAIRMAN SMITH: Thank you, Ms. Epstein.

7 Approval of the agenda. Do I have a motion?

8 MR. CALLICRATE: So move.

9 MR. HAMMEREL: Seconded.

10 CHAIRMAN SMITH: It's been moved and
11 seconded. All in favor say aye.

12 (All say aye.)

13 CHAIRMAN SMITH: Any opposed? Okay.

14 Approval of the addenda passed unanimously.

15 And, Mr. Charlie Bishop of CoralBridge
16 Partners, thank you, gentlemen. The floor is yours.

17 MR. DEVINE: Jeff, before you start, do you
18 mind if I interject something?

19 I had had a conversation with Andy Weinman
20 and several other people in the community this
21 morning. And, first of all, I want to apologize if
22 I gave the impression that I didn't think our vision
23 and mission plans were important, that they all kind
24 of ran along the same lines.

25 I would like to propose that we -- and you

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1 may already have this in the plan -- that we
2 continue to look at vision plan, because my
3 understanding that I took away from what Andy was
4 saying as far as listing "premiere destination" is
5 that that could be misleading. Certainly has been
6 taken by several members to be misleading, that the
7 drive is to turn Incline Village into a destination
8 resort. And I'm not saying it is or it isn't, but
9 I'm not sure if that was the intent, so I would
10 suggest that we revisit the vision statement.

11 MR. HUSSERL: Okay. We're planning to take
12 another look at it. I don't want to get caught in
13 the weeds with it.

14 MR. DEVINE: I just wanted to kill your
15 thunder.

16 MR. HUSSERL: You'll see it on the board
17 this morning. I'll give you an idea of what we plan
18 to do over the next three hours. We want to spend
19 the first half hour really talking about what we
20 covered in the first day and a half. And, staff, we
21 don't want you to just perish in here and not have
22 an understanding of the work that was done that led
23 up to this point, and there's a lot of work left to
24 be done.

25 So as public comments reflected, the plan

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1 is one thing, they're great, but if they're not
2 executed, they don't mean anything. And it's your
3 responsibility and accountability to execute that
4 plan. This is really a partnership effort.

5 So before we get started -- Susan knows
6 what this little trick was -- but we have a mantra
7 here -- right? -- "one district one team." What
8 strikes you about our seating arrangement today?

9 MR. DEVINE: I'm by myself.

10 MR. HUSSERL: Besides that, Bill, what else
11 is striking?

12 CHAIRMAN SMITH: We're separated.

13 MR. HUSSERL: Right. So I'm going to ask
14 you all to get up and move next to someone you are
15 not familiar with.

16 (People change seats.)

17 MR. HUSSERL: Okay. Great. We started out
18 looking at what are we trying to accomplish here,
19 what are the questions that matter, and so we used
20 five questions that were developed by a management
21 guru named Pete. What's our vision -- mission and
22 vision? And you're gonna see that we had quite a
23 bit of dialogue around the mission and vision. Who
24 are the customers and what do the customers value?
25 What has been the results by venue thus far, and

1 what's our plan going forward? So that as we
2 describe those questions kind of form the foundation
3 of the workshop and the discussions.

4 MR. BISHOP: We've worked with a specific
5 model and what it does is help us delineate roles
6 between board and operations because everybody's got
7 a piece of the action here. The strategy-setting
8 process, I'll take you through this. There is a
9 handout which I'll give you as soon as I complete
10 this so you have that.

11 We've been involved in the strategy-setting
12 process. The operations and budget planning process
13 is to commence after this. There's a demarcation
14 between that. The overall entity, that entity being
15 IVGID, and venues, et cetera, and even corporate
16 staff have a role in the vision and mission. The
17 question there is, What do we aspire to? What's our
18 field of play? That's who are our customers, what
19 services are we providing for those customers?
20 We've worked that.

21 Out of that we took each venue and
22 identified a number of priorities within that, so
23 the board identifies those priorities along with
24 assistance from Steve -- so what are the important
25 priorities on that vision? From there we also

1 developed some operational goals, so we completed
2 all the venues so we have the major priorities or at
3 least things that need to be looked into, then
4 subsequently what are the goals? From that, well,
5 then, what are the action steps and tactics? This
6 gets very much into the realm of operations. What
7 specifically are we going to do to meet the
8 operational goals, programs, projects, capital
9 expenditures, et cetera. So discussion of that and
10 that certainly has not been developed but needs to
11 be. That's the next biggest question.

12 From there you come up with a budget, how
13 much will this cost, should there be any
14 public-private partnerships, what's the return on
15 investments, is some of the things you asked us to
16 do. From there the board will buy into the vision
17 of the thesis, the priorities, the operational goals
18 and the budget. And then the question is are we on
19 target and did we meet the objectives? If it's a
20 go, it might be a slow-go or maybe it's a no-go and
21 go back and rework this. That's kind of normal.

22 From there the board has to appraise some
23 number -- so, in other words, after the budget gets
24 locked in and the plan gets locked in, the board
25 then sometimes comes back and appraises. The

1 question there is does the management team hit the
2 deliverables on time and budget and within spec,
3 which are traditional questions, and then did the
4 team deliver on our service promise? We have a
5 service promise embedded in there very much in the
6 area of the values that you've developed and a lot
7 of work here being very customer-centric.

8 There will be various updates for the
9 board, periodic updates, and those will be
10 determined by the board's need for information at
11 various times. The general manager, he appraises
12 leadership expectations by the various department
13 heads and also what I call customer interface
14 positions, the values work that the group did are
15 excellent and you've defined a lot of the things
16 that are important as you start to work with
17 customers, whether they come in from outside or
18 whether they're residents. We treat everybody the
19 same. Professionalism.

20 So we need to define those things as not a
21 part of this task but it needs to be defined as
22 specifically if somebody's good in the customer area
23 and what does that look like. There's a great deal
24 of communication input, and this is a critical
25 thing. As we first came here, we saw and heard this

1 communication disconnects between various parties
2 and today will do some things to, hopefully, start
3 to make that better. But the communication effort
4 is very important. To that end you have a
5 communication commission or group that's been set
6 up -- I know Tim and Jim are on that -- and they're
7 working towards that. I would say to you that might
8 be one of the most important things that have to
9 come out. You're going to do great work, I'm sure,
10 but the question is does somebody know about it and
11 is it communicated appropriately?

12 The other thing I think is the
13 communication output in terms of understanding what
14 the need is with where are we now. In other words,
15 you're not gonna be able to communicate and say
16 we're working on these things. You need to phase
17 those things, and we'll talk about that. It's
18 success this year and we've used a step -- got a
19 very clever use -- ready, set, go. "Ready" means
20 we're working on it but you won't see it. "Set"
21 means you'll see it in the next quarter or six
22 months or some period of time, and "go" is it's
23 ready to be going right now. That framework seems
24 to help companies.

25 So this is basically the piece and then you

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1 have the communication output, the customer
2 feedback, et cetera. Underneath all this and within
3 this particular area here is we strongly recommend
4 that you implement a program-project mentality
5 throughout operations. This is second nature to
6 engineering because this is the way they operate on
7 things. But that mentality, because you have a lot
8 of moving pieces, or you will have a lot of moving
9 pieces, it's important that you have those
10 programmed out, projects underneath that. It's very
11 definitive and clear about who is responsible for
12 what and when they're going to deliver certain
13 things. It needs to be very clear about that.
14 Because if you're gonna communicate with the
15 community, then also communicate within the
16 organization and to the board, that has to be clean
17 and clear. No question about that.

18 You can do great things. One misstep is
19 they might -- the cynicism might creep up to, well,
20 gee, a traditional mistake, so that needs to be
21 clear. To that end, I think in terms of
22 communications and program-project management there
23 needs to be an air traffic controller of all this.
24 It can't be spread out to all the various
25 departments. The work has to be done but that

1 picture has to be put together. So that's the model
2 we're working towards as we begin.

3 For operations you're mostly living in the
4 bottom of that graph where you're dealing with the
5 priorities and goals, but a lot of work is down
6 here. Any questions? Thank you.

7 MR. HUSSERL: Okay. So you promised we
8 would take another look at the vision and --

9 MR. DEVINE: I don't think that slide was
10 in there until I made that suggestion -- or Andy
11 did.

12 MR. HUSSERL: We operate just in time here.
13 So "IVGID will help make Incline Village the premier
14 destination in the United States for residents and
15 visitors seeking exceptional recreational
16 opportunities. As a result, Incline Village and
17 Crystal Bay will develop a reputation as the best
18 place to live, work and play."

19 I would ask not to dwell on this right now
20 but look at it and look at it again and sleep on it.
21 At some point, though, in the next few weeks you
22 need to get comfortable with this or some variation
23 of this and establish it, because it really is what
24 we aspire to derive the rest of the plan.

25 The mission is our field of play. This is

1 the business that we're in. This is what we do.
2 And we've said we're a "fiscally committed and
3 trusted steward of our assets. IVGID delivers
4 exemplary customer experiences and provides the
5 highest level of water, sewer and waste management
6 services," so that's the public works area. And
7 then "IVGID also maintains extraordinary public
8 recreational opportunities for our residents,
9 stakeholders and visitors."

10 So we tweaked that a little bit based on
11 the feedback yesterday.

12 MR. BISHOP: But some of the comments and
13 suggestions that were made, we didn't get all of
14 those in there. We need to go back and so it's
15 still in play.

16 MR. HUSSERL: This one is still in play,
17 but we're getting pretty close. So we covered
18 vision and mission. We talked about this idea of
19 brand, and you all did a marketing study back in
20 2013 and brand is a very important part of strategy.
21 Brand is intertwined with strategy. Brand is all
22 about perceptions people have about a product
23 service offer place. It's a promises, an
24 expectation, where product and personality meet.

25 So when you think about brand, what do

1 people think when they hear the name "Incline
2 Village," whether they're residents or property
3 owners or visitors? What do they think? Certainly
4 one of the things we want them to think is customer
5 sense. That is a central focal point of our
6 strategic plan. A couple of quotes here which I
7 like, "The best organizations don't create
8 customers. They create fans." And "If you cannot
9 smile, do not open a shop," a little Chinese
10 proverb. Think about your own experiences with
11 providers when you go into a store, when you're on
12 the airline, in a cab and when you have a great
13 experience. You know it. And that's what we want
14 customers here to feel in Incline Village and
15 Crystal Bay. They know they've had a great customer
16 experience.

17 So we've covered the strategic framework in
18 the circular, what we call the circumflex model that
19 you now all have a copy of. It essentially splits
20 up strategies and operations and, if you will,
21 government and management. So when we look at the
22 board we established a mission and vision. We
23 looked at venues and established critical issues and
24 started to look at operational goals by venue.

25 Now comes the tough stuff, which is the

1 implementation. And you see below, action steps and
2 budgets. So Steve will now cascade communication of
3 the work that's been done and you will have the plan
4 shared with you and then create action steps around
5 what are we gonna do over the next three years,
6 first year, second year, third year and maybe even
7 going to as long as five years with capital
8 improvements. What will we do to meet these
9 objectives? So that's the next step in the process.
10 It's a tight timetable. I believe budget is due in
11 May, fiscal year starts July, so we're really
12 working to get this completed.

13 Action steps, what does that look like,
14 what's going to be done, by whom and when. Not
15 dissimilar, again, to what engineers do with project
16 plans. And it's meeting those timetables, meeting
17 those objectives. Those are completed by
18 management. So why is this important? Everybody
19 likes this little saying we have, "no
20 credenza-ware." How many times have you done
21 reports or studies and a lot of work goes into it
22 and you get this big binder back? Where does the
23 binder end up? On the shelf and it starts
24 collecting dust. All of a sudden it's, hey, what
25 happened to that study we did back in 2011? Well,

1 it didn't get implemented. It kinda got lost. That
2 happens all the time. It's not specific to IVGID at
3 all. It happens in every corporation in America.
4 We call that credenza-ware, the books that end up on
5 the shelf.

6 And the goal of this plan -- and we tried
7 to keep it pretty straightforward and pretty
8 simple -- is we want it to be actionable. We don't
9 want this plan to be credenza-ware. We want you to
10 work with it and work with the community so it gets
11 implemented and then communicated back to the
12 community, and it's a two-way street. It's inbound
13 and outbound communication. So you're communicating
14 what's going on in the community but you're also
15 soliciting feedback in community meetings with what
16 their feelings are and what they want. And I know
17 some of that has already happened and continues to
18 happens.

19 MR. BISHOP: I think Mr. Weinman had
20 mentioned that we would go under -- I hope I got
21 your name right.

22 MR. WEINMAN: Andy Weinman.

23 MR. BISHOP: You're going to be going under
24 a number of changes. A lot of times change is not
25 easy, so what I want to talk about is going from the

1 knowing status to the unknowing. In other words, we
2 generally know what it is but it'll create angst and
3 anxiety on all our parts to change your mindsets.
4 They'll have to be changed. How do we feel about
5 interacting with customers and the public, et
6 cetera. How do we work better as a team, even
7 though it's been laid out and all that, and we will
8 get serious about it. So you'll be changing things
9 over a period of time to make things better, et
10 cetera.

11 It does create anxiety and tension,
12 conflict -- some conflict, but more importantly, a
13 great opportunity. The commitment curve is a great
14 way of explaining what people go through. No matter
15 what the issue is, people go through various phases
16 of being committed and that's where you want to end
17 up, being committed to this direction, being
18 committed to this project or whatever it is. Down
19 at the bottom low commitment and over time, people
20 will go through and groups will go through these
21 various steps, whether it be, quote, the public, or
22 the staff or whether it would be the safety
23 department or engineering, et cetera, whatever it
24 is. The group will go through these periods of
25 time, which is becoming just basically aware of

1 what's going on. I don't know what's going on, I
2 don't know that much about it. I'm a little more
3 aware of it, I'm starting to understand but I have
4 questions. I kinda feel positive about this. Seem
5 to know where they're going, adopted, yeah, I can
6 start to make changes. Institutionalize, it gets
7 baked in up here and that's where you want to be.
8 You have to go through these phases. You can't
9 press some of that stuff.

10 So, in other words, expecting somebody to
11 go from zero to 100 overnight ain't gonna happen,
12 folks, and you personally and a lot of other people
13 have to go through some of these steps, all of these
14 steps. You have to go through them. The speed is
15 optional, et cetera, but you have to go through
16 those the steps.

17 Program-project management, as I said, this
18 is embedded in there. This is second nature to
19 engineers, but I think it's a discipline that almost
20 has to be embedded in all of operations and
21 throughout IVGID to be successful. A lot to do,
22 complex, interdependent. Program management is
23 managing issues through the lifespan or something,
24 getting them up to standard or a new service
25 offering, managing issues throughout the lifespan of

1 a venue, do we need to rebuild this facility, et
2 cetera. Projects and program management, it's a
3 subset of the overall -- you might have an overall
4 program for Diamond Peak. It might have seven
5 projects within it, so that's the nomenclature.

6 I would suggest, while I think the idea is
7 important, you'll probably change the terminology
8 but I suggest you need to seriously -- get serious
9 about this whole issue. What will be done, et
10 cetera. Issues tracked over time by an issues log
11 and the issues log has to be maintained because
12 board members will have questions and the public
13 will have questions. And also just a matter of
14 tracking all the issues you need to stay up with
15 them. It can't be John will take care of it, well,
16 what happened to that? Well, it doesn't work that
17 way, folks. You can't afford that. I'm suggesting
18 you really have to plug this mindset and skill set
19 into what you're doing.

20 Issue management, using an issues log
21 provides you a robust way of documenting issues and
22 problems that occur during projects. Makes it clear
23 to evaluate the ideas, impact, et cetera. Captures
24 the detail and you can see readily who is taking
25 care of which issue. It will give you a

1 comprehensive approach to deal with issues quickly
2 and effectively, provides many valuable insights. I
3 don't know what happened to this, but it looks like
4 the issues log is partially on there. What
5 happened?

6 MR. HUSSERL: Can't comment.

7 MR. BISHOP: You must have messed it up.
8 But this is the part -- here's the issue, here's who
9 raised the issue, what's happening with it, the
10 description. What kind of priority is it? High,
11 medium or low? What's the category? You have to
12 define those. I just don't know what happened to
13 that. Again, for engineers this is standard stuff
14 but it's a discipline that has to be inside of
15 IVGID. Questions about this? There will be a lot
16 of questions? What happens, what's going on with
17 this? This issues log and the project manager can
18 help.

19 CHAIRMAN SMITH: That long, there's nothing
20 wrong with it because we don't have one. That's a
21 good start.

22 MR. HAMMEREL: One of the things I brought
23 up yesterday when we had the discussion that kinda
24 touched on an issues log was having a system in
25 place that is sophisticated enough to pull

1 analytical data from it. So if we get 37 complaints
2 about a particular item or venue or feature or
3 service level or something in our district, we can
4 compile a report and say over the last 12 months
5 we've had 37 complaints, this is what they all were,
6 this issue requires a deeper dive.

7 MR. BISHOP: Yes.

8 MR. HAMMEREL: So I think the spreadsheet
9 is a good touch, but ideally we'd have something
10 more robust.

11 MR. BISHOP: When you look at patterns of
12 things, absolutely.

13 MR. HUSSERL: Okay. So our goal was in 30
14 minutes to do a very quick review of 12 hours' worth
15 of work. That's a lot of information. We realize
16 that. Steve has a lot of content and he'll be able
17 to share with you some of the specifics of the plan.

18 Does anybody have any overall questions on
19 the summary before we jump into the heart of what we
20 wanted to accomplish today, which is the
21 team-building program?

22 All right. So part of this is called Five
23 Dysfunctions of the Team, and I know a lot of folks
24 have read this book. Susan said you had done some
25 work with this a couple years ago and the board has

1 read the book as well, so some of what you'll see is
2 familiar from the story. It's a fable. So what are
3 we trying to do today? We're trying to reach a
4 common understanding of what it means to be a high
5 performance team, not just a team. And we want to
6 make progress towards becoming more cohesive. So
7 the mantra here, I saw it up in your office, in the
8 conference room. It says "One district, One Team,"
9 right? Everybody's heard that before. How is that
10 going?

11 . . . MR. DEVINE: Once we changed the seating,
12 it's going really well.

13 . . . MR. HUSSERL: I would say part of this
14 workshop means you've got to be courageous and step
15 out and say how you feel. You gotta feel like it's
16 a safe environment. I know we have the public here
17 but it's a safe environment. If it's going great,
18 it's going great.

19 . . . MR. PINKERTON: I've had plenty employees
20 tell me that based on the culture in the past and
21 don't spend any money, the running joke was "One
22 District, One Pencil."

23 . . . MR. JOHNSON: I do think the "One District
24 One Team" mantra, you know, is valid and accurate.
25 As somebody who crosses all the different business

1 units, you know, it's unusual to encounter, you
2 know, selfish actors. It's unusual to encounter
3 empire builders. It's unusual to encounter people
4 who are more interested in advancing their own
5 agenda or their own career path over the goals of
6 the broader district. Are there times when friction
7 exists? Absolutely. Are there times when the
8 different venues are not as collaborative as they
9 could? Absolutely.

10 But I genuinely believe and, you know,
11 particularly in taking on Gung Ho I think it's
12 reinforced a lot of that "One District One Team" and
13 from a staff perspective is very accurate and is
14 representative of the type of people we have here.

15 MR. HUSSERL: Absolutely. And that's come
16 out over and over again about the quality of the
17 staff, dedication and good people. Clearly a
18 strength. So when you guys think about the team,
19 who is the team?

20 MR. WILSON: The management team and the
21 venues and IVGID, and no offense, but I actually
22 didn't really think that the board was part of that
23 particular saying. And, I mean, I think the saying,
24 the mantra is interesting because we have some
25 diverse businesses from a sewer treatment plant to a

1 ski resort, you know. So being able to tie that
2 under an umbrella of "One District One Team" starts
3 to make sense when everything is so different,
4 everybody's business is different. That's the way I
5 looked at it, not necessarily who was on the team
6 but just the complexities of the business.

7 MR. HUSSERL: Sure.

8 MR. HAMMEREL: I agree with both of the
9 Brads. I think the "One District One Team" mantra,
10 in my mind and a lot of people's minds kind of
11 relates to staff. It doesn't relate to the board.
12 I know that there is certainly a delineation between
13 the staff and the board and a lot of times I feel
14 like the board's not part of the team, you know,
15 we're kind of outsiders looking in.

16 From a public standpoint -- and I know
17 we're talking about the district here -- but a lot
18 of people roll their eyes at that. We live in a
19 divided community. We live in Incline Village and
20 Crystal Bay, so a lot of people here, we're not one
21 team.

22 MR. HUSSERL: You mean Crystal Bay and
23 Incline Village have opposing issues?

24 MR. HAMMEREL: Oh, yeah.

25 CHAIRMAN SMITH: Big time.

1 MR. HAMMEREL: So I don't think it's
2 applicable to the public. It might not be
3 applicable to the board but I think it's very
4 relevant for staff.

5 MR. JOHNSON: It's very much an
6 inward-facing mantra.

7 MR. DEVINE: Actually, I think you guys are
8 getting on a really good point. It's almost a
9 bunker mentality, too, because take the board out of
10 it and you just take the public perception and this
11 is how they survive is off each other because
12 they're under constant attack. So "One District One
13 Team" is a strong message, except that a lot of it
14 is driven because of survival, which is not the
15 right way to come up with One District One Team.

16 MR. JOHNSON: That perception exists.
17 There are times when --

18 MR. DEVINE: Board meetings.

19 MR. JOHNSON: Yeah, board meetings. And
20 certain members of the community. But I think for
21 the most part, if you asked, you know, Joe Staff
22 Member what is "One District One Team", I don't
23 think it would be about the bunker mentality. I
24 think it would be very --

25 MR. DEVINE: I meant it as almost

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1 subconscious.

2 MR. JOHNSON: Yeah. I think it's a valid
3 point, but it is an inward-facing mantra with an
4 outward-facing goal would be the way I'd describe
5 it. We are all going to come together and utilize
6 the best of our varying talents and varying
7 resources to deliver a great experience, a great
8 community to the property owners here and to our
9 visitors.

10 MR. WILSON: There's a constant reminder
11 that we need to always support each other no matter
12 what team we're on or sub team.

13 MR. PINKERTON: Brad's right, we do have a
14 vastly different culture from public works and
15 because there are just natural conflicts between the
16 two that are going to happen no matter what. So
17 partly it's a reminder that we're one team because
18 we will be at conflict from time to time.

19 MR. POMROY: From a customer service
20 standpoint, with IVGID, whether you're public works
21 or ski or golf, we still have the same customer and
22 it's been able to help create that linkage. Someone
23 might have played golf and someone is maybe dealing
24 with their water and sewer bill and that's what they
25 think of IVGID. So you have to keep coming back to

1 the customer's viewpoint is very segmented on what
2 we are.

3 And we have to provide the good experience
4 because we don't know where they'll go next. They
5 may have a bad time with utilities and then go play
6 golf and so we need to have a good customer
7 experience in public works so when they go to ski or
8 someplace next, it doesn't put someone on a
9 defensive perception.

10 MR. PINKERTON: Yeah. One of the things
11 that makes us different than a typical municipality
12 is multitude of service. We don't have as much as
13 the regulatory side of things so I think that is a
14 better -- what he just said is more of a bond for us
15 and that much of what we do is this public
16 interaction. And it's not public interaction when
17 you're writing somebody a ticket or telling somebody
18 whether they can build something or not. So we
19 are -- I think everything we do is easier to tie
20 together because of that customer focus and I think
21 it made a lot easier in training.

22 MS. CAREY: One point that has been in
23 place now for almost two years that has helped
24 bridge the gap between a customer's perspective of
25 looking at utilities or recreation is we have our

1 customer care card. So when somebody has a bad
2 experience in one place, no matter where they're at,
3 anyone of us can address it. If I overhear somebody
4 had a bad experience with somebody at public works
5 while I'm grocery shopping at Raleys, I can
6 intervene, introduce myself and at least hear what
7 their problem is and offer them some type of
8 solution.

9 And every single one of our employees have
10 that ability. Empowerment is the No. 1 thing we
11 talk about in our customer service training and the
12 goal in which we're always trying to make sure that
13 our customers leave very happy, satisfied and want
14 to come back, because we need to have their
15 retention on coming back.

16 MR. JOHNSON: I think that's an important
17 component. I live over at public works and so I see
18 it with a lot of our utility guys. I think for a
19 utility district to have the resources that we have
20 to provide customer benefit, you know, we are --
21 there are other agencies that are envious that we
22 have a water main break and we shut someone's water
23 off. You know, most locations it's tough luck, we
24 gotta fix the water main. I'm sorry that you were
25 mid-shower or I'm sorry you have a job interview

1 that you now can't shower for.

2 We have ability to say here's a free access
3 card to the rec center. Go there and shower or you
4 have guests in town, how about you take them out to
5 the golf course. We apologize that we have impacted
6 you in this way.

7 And that "One District One Team" reinforces
8 that, reinforces that those resources are there and
9 empowers our staff to be able to, again, reach into
10 the toolbox that this district provides us with and
11 utilize all the resources to try and create a great
12 customer experience no matter who that customer ends
13 up being.

14 MR. GUINASSO: I was wondering, maybe Susan
15 or somebody may know why did you pick "One District
16 One Team"? Why not "One District One Community"?
17 What was the significance of the district versus the
18 one community, where you have Incline Village,
19 Crystal Bay, staff, board and community? Why didn't
20 you choose something more inclusive?

21 MR. JOHNSON: How long has it been around?

22 MS. HERRON: It's been around for, I
23 believe, at least 10 years. I think it was all part
24 of a process. When we went through the "mission,
25 vision, value," we added that because we used to

1 have "People, Service Value," and that was something
2 that every employee resonated with.

3 And I also think that "One District One
4 Team" served us from a branding perspective in that
5 Diamond Peak was branded as "Diamond Peak." The
6 golf courses at Incline were branded as "the golf
7 courses at Incline Village." No one outward knew
8 they were all owned by IVGID. And when we all
9 started showing that mantra, it showed that we were
10 interconnected, not only inward but outward.

11 And we chose, I believe, to leave out the
12 Crystal Bay because Incline Village General
13 Improvement District services Crystal Bay, so there
14 was no need to make that separation. We are a
15 district. We brought you in, Crystal Bay, you know,
16 one big happy team.

17 MR. HUSSERL: So this is a great
18 discussion, and I'm gonna move it along but I'm
19 gonna give you at least a theory. I'm guessing most
20 of the staff in this room has pretty long service.
21 I'm getting there's not a lot of folks that have
22 been here a couple months.

23 MS. CAREY: Correct.

24 MR. HUSSERL: And the board tends to be
25 more transient. People get elected, there's a lot

1 of change going on at the board level. So I will
2 pose a question as we move on. I think "One
3 District One Team" is a very healthy mantra and has
4 worked quite well internally.

5 What if we expanded that thinking to
6 include the board and that the board is a resource
7 and that the board works together with management to
8 make this community an exemplary place? That's
9 really what we're after. Make sense? Questions?

10 CHAIRMAN SMITH: You touched on it a few
11 seconds ago. There's been 100 percent turnover on
12 the board since 2008. I don't see it changing.

13 MR. HUSSERL: It's not going to change.

14 MR. PINKERTON: 2012 was a complete
15 turnover.

16 CHAIRMAN SMITH: So that's a challenging
17 piece. And just involved with being on the board,
18 what goes with that, it's, I mean -- you can help us
19 with this but -- and then you end up campaigning to
20 get on the board. A lot of folks will say what they
21 say to get elected and then you end up on there and
22 there's feelings hurt and a lot of discussion.

23 And the board doesn't really have a
24 resource. It has a staff, but not their own
25 resource to reach out and get community input to

1 make the right decisions as part of this team, so
2 that's just a factor. I don't know how to fix it.

3 MR. HUSSERL: One of the things we talked
4 about is this idea of increasing communication and
5 facilitating community meetings. So part of the
6 plan is more conversations with the community or a
7 temporary dog park and other aspects of the venues.

8 And sometimes it can be challenging for
9 management to facilitate. We can certainly help you
10 there through potentially a neutral facilitator to
11 make those meetings work quite well and get the
12 input you need so, again, something to think about.

13 So we're saying the IVGID team is the board
14 of trustees and management. That's what we're
15 after. Five Dysfunctions Model. The first
16 dysfunction -- and it's the core of everything -- is
17 absence of trust. Team members who trust one
18 another can trust one another, be opened and
19 comfortable and exposed around failures, weaknesses
20 and even their fears. It's called
21 vulnerability-based trust. It's a simple idea.
22 People who are not afraid to admit the truth about
23 themselves are not going to engage in political
24 behavior and gotcha behavior. We will do an
25 exercise in a few minutes about vulnerable trust and

1 trust is the foundation of everything that we do.

2 Next one is fear of conflict. We will

3 spend a lot of time on conflict. Is there conflict

4 around here? How many think there's conflict? It's

5 part of life, so there should be conflict. One of

6 the things we're going to say is that conflict, if

7 managed correctly, is a good thing and is actually

8 better than no conflict, which sounds like it

9 doesn't make a lot of sense and it sounds like it's

10 counterintuitive, but it's not. So conflict is

11 uncomfortable, okay. We'll talk about different

12 styles of conflict. A lot of people avoid it,

13 right? Nothing I want to do with getting involved

14 in the middle of a brouhaha. Let somebody else deal

15 with it. Conflict is focused on issues, not on

16 personalities, and we'll talk more about that.

17 Because a lot of times when there's conflict,

18 individuals feel they're under personal attack. It

19 happens within the team, happens between the team

20 and the community, the board and the community, the

21 board and the team all the time.

22 However, what we're gonna say here is that

23 if team members do not make one another at times

24 uncomfortable, there's not enough conflict in the

25 organization, and that is also a problem, and so

1 we're going to talk about a conflict continuum. How
2 does conflict affect your business? This continuum
3 goes from none, the far end of if, to what we call
4 "productive conflict" to when conflict escalates to
5 when it's not productive, frustration, distraction,
6 ultimately what can end up as litigation. If I had
7 a bigger page or did better with my labels, I'd have
8 room for the next one after litigation. What's the
9 last step, the worst possible step in a conflict
10 continuum?

11 MR. EICK: Destruction.

12 MR. HUSSERL: Violence, destruction, right?
13 You look at the school shootings that happen.
14 That's the end of the conflict continuum. Something
15 didn't happen in here where the conflict would have
16 been resolved and it ended up in violence. Now,
17 obviously, that's not an issue -- thank goodness --
18 here but, again, how can we be more productive? How
19 can we use conflict as a catalyst for innovation and
20 change? We'll talk more about a toolbox and some
21 more thoughts.

22 MR. BISHOP: Each of you should have a
23 booklet of all the materials being presented. You
24 can just make notes on it.

25 MR. HUSSERL: When we talk about commitment

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1 and the difference between consensus and commitment
2 and one of the problems that we often have in the
3 organizations is that we try to reach consensus.
4 Everybody walks out of the room nodding their heads,
5 but we haven't reached commitment. We'll talk more
6 about how we can constructively disagree with one
7 another and we're able to air differences and we're
8 able to come up with a team decision. We may not
9 have reached consensus but we've got commitment.
10 When everybody walks out of that room, they're
11 behind the decision.

12 That can only happen, though, if people
13 have had a chance to air their disagreements, and if
14 they don't and they're not able to do that and they
15 feel like no one wants to listen, you're never gonna
16 get commitment.

17 Then finally the issue of accountability.
18 Accountability in this model is all about team
19 members holding one another accountable. So it's
20 not just about Steve Pinkerton as the general
21 manager holding everybody accountable or Jim Smith
22 as chairman of the board holding everybody
23 accountable. We hold one another accountable.

24 We're not gonna spend as much time on the
25 last page, which is inattention to results, but this

1 model works in a fashion that says if you miss these
2 four or any of them, you're not gonna get the
3 results you want. That's the ultimate objectives to
4 have performance.

5 So let's start out with the concept of
6 building trust. We said it's the foundation. No
7 quality or characteristic is more important than
8 trust. Key points. The trust comes from
9 vulnerability of team members sharing their
10 weaknesses, skill deficiencies, interpersonal
11 shortcomings, mistakes and requests for help and the
12 like. It doesn't happen overnight. We will do an
13 exercise and guess what. When you walk out of here
14 you may not fully trust one another, but we're going
15 to build that trust and it's gonna happen over time
16 and today is a start.

17 I imagine a lot of you do trust one
18 another, so I'm not suggesting that trust is
19 completely broken but I'm suggesting that we can do
20 better, every organization can, not specific to
21 IVGID. We work with Fortune 500 companies all the
22 time with these issues, so this is not unique to
23 this community. And it's got to be maintained and,
24 of course, as Jim said, the challenge is you've got
25 a long-serving staff and you've got a board that

1 kinda rotates, so how do we ensure that we can embed
2 this idea of trust as new board members come onto
3 the team?

4 Misunderstandings. Often when we look at
5 other people, we say, ah, their behavior is because
6 that's just how they are. That's how their
7 personality is. He's just that way, right? Haven't
8 we heard that before? Somebody that's difficult to
9 work with, or what have you. We don't necessarily
10 always consider the situational factors. However,
11 the fact of the matter is we all do this. We look
12 at our own behavior and we say well, it's just the
13 circumstances, you know. I'm under a lot of stress,
14 there's a lot going on. And we judge ourselves by
15 our intentions. We meant well. We've all heard
16 that term before, right? But other people will
17 judge us by behavior and, again, it's something to
18 keep in mind as we go through this process.

19 MR. BISHOP: That's a very central thing to
20 think about, because we're gonna have conflicts and
21 issues with people. But as I told my wife, I didn't
22 mean to do that, she didn't quite accept that.
23 Everyone ever experience that?

24 MR. HUSSERL: She never accepts his
25 excuses.

1 MR. BISHOP: But our intention is how we
2 explain ourselves. They look at us in terms of our
3 behavior, or what we did, You're a klutz. That's an
4 extremely important thing to remember when you're
5 interacting with people. Very important.

6 MR. HUSSERL: We'll talk about the concept
7 of separating the person from the problem or issue.

8 MR. CALLICRATE: What happens if the
9 problem is the person?

10 MR. HUSSERL: That's a fair question. That
11 ties back, Tim, into accountability, okay, and
12 certainly ties back to the core values which you
13 guys have established of integrity, excellence
14 service, teamwork. You have to live by the core
15 values and you've got two aspects. You have
16 performance, which is the results, but it's also
17 important how a person achieved those results and
18 whether they're living by the core values.

19 So if a person is not doing what they need
20 to do in terms of their behaviors and people have
21 been given opportunities to improve, then management
22 has to make tough decisions, so sometimes the person
23 is the problem.

24 MR. BISHOP: If you look at people, is it a
25 skill question? Can they do it if their life

1 dependent upon it, or is it a will question? Maybe
2 they can do it but they're not doing it.

3 MR. CALLICRATE: If this individual is not,
4 you know, in your -- in another person's situation
5 is not trustworthy and that individual has lied on a
6 continual basis, how do you go about rectifying that
7 issue?

8 MR. BISHOP: That's not a hard one for me.
9 There's certain things that will get you in serious
10 trouble in organizations. Integrity, lying, ethics,
11 transgression of certain things. Those are kind of
12 showstoppers for me, quite frankly. And most
13 organizations that I look at, those are
14 showstoppers. You just can't tolerate that.

15 MR. CALLICRATE: Could you repeat that,
16 please, just so that everybody understands exactly
17 what you just said.

18 MR. BISHOP: Yeah. To me there's a
19 question of ethics, a question of lying, a question
20 of certain transgressions like that, stealing, et
21 cetera, that there's kind of a demarcation. You
22 don't ever cross that line. Those are derailers,
23 quite frankly.

24 MR. CALLICRATE: Thank you. I appreciate
25 that.

1 MR. HUSSERL: The phrase "integrity" is a
2 ticket for admission, period. Anybody? Other
3 thoughts? All right.

4 We can do a little exercise, so you guys
5 will have to do some work. What we'd like you to do
6 is to split into pairs and preferably with somebody
7 that you don't know as well and you'll take a few
8 minutes and we want you to tell the other person
9 where you grew up, how many siblings you have, where
10 you fall in the sibling order. And the third
11 question is the one that I'm really after -- or
12 we're really after -- and, that is, what's the most
13 difficult important or unique challenge of your
14 childhood.

15 And what we're after here is vulnerability.
16 And this is a listening component to this exercise,
17 so guess what? Wherever your partner is, you're
18 going to have to tell the group, because we'll go
19 around and we'll share and we want to be open. We
20 want you to share. Okay. Let's do start.

21 (Recess taken.)

22 MR. HUSSERL: So Michael had to leave for a
23 few minutes, so I partnered up with Brad. And I had
24 an opportunity to chat with him and we actually
25 share a lot in common. He grew up in Glen Ellen,

1 Illinois, and it's a suburb of Chicago that I'm very
2 familiar with. He's the oldest of three children
3 and has two younger brothers. And he referred to
4 Glen Ellen as the quintessential Midwestern town, so
5 it was very comfortable place for him to grow up.

6 He comes from a family of high
7 expectations, so his grandfather is a UFC MBA grad
8 and his father is a Kellogg grad. So I suggested
9 that one of his challenges must have been that
10 his father and grandfather must have been pounding
11 on one another because the two schools are rivals.
12 But it was expected that Brad would go back to
13 school and achieve greatness, so there was pressure
14 as a result of that. And that was his really unique
15 challenge, were those expectations.

16 MR. JOHNSON: So this is Jeff. He grew up
17 in Rhode Island, and similar to me grew up with a
18 very comfortable and stable childhood. But what
19 made him a little unique is he has no siblings and
20 was an only child. And he found that kind of lonely
21 and he found he gravitated and spent a lot of time
22 with a close friend who had seven kids and liked all
23 of that around him.

24 Then he also found, in addition to being an
25 only child, his father was an immigrant to the

1 country and very old world and old school and found
2 that there was the butting of the heads growing up,
3 the different way of seeing things, and so that's
4 how it shaped him in terms of who he is today.

5 MR. GUINASSO: I'd like to introduce Indra.
6 He was born in Omaha, Nebraska, but at a young age
7 him and his family moved to Santa Barbara. He's the
8 oldest of four, three boys, one girl. The most
9 difficult challenge that he faced as a young man at
10 age nine his mother and father were divorced and
11 their family was split. His dad took two of the
12 siblings and moved to Florida and he and his mom and
13 one of his brothers stayed in Santa Barbara.

14 His mom is a single mom and worked to
15 support the family and also worked to earn a
16 master's in English so she could become a professor
17 at the University of Santa Barbara. His grandmother
18 was a prominent figure in his life because he would
19 go to the events and take care of him and his
20 brother and keep them in line where they wouldn't
21 stray.

22 So overcoming the challenges of a split
23 family really helped form the personality he
24 developed later on. It equipped him with a lot of
25 different skills and abilities to be the excellent

1 manager that he is.

2 MR. WINQUEST: Thank you. So this is Jason
3 and Jason was born in Long Beach, California, but he
4 moved around a lot. And he mentioned he had been to
5 several schools. He did spend junior high and high
6 school in Reno. Jason is the oldest of seven, all
7 from different fathers, and he did not know a couple
8 of his siblings. So as you can imagine, that didn't
9 make it easy. He was homeless at the age of 15
10 years old and he obviously was going through a rough
11 time and was a member of a gang.

12 Eventually he started getting everything
13 together and he found a faith-based support system,
14 and so through that and all the experiences that he
15 had, you know, he learned from the past and now he's
16 an attorney, so we found we had a lot in common
17 growing up. And this guy has gone through a
18 tremendous amount of adversity, so kudos to Jason
19 after finding out all that stuff.

20 MR. POMROY: I'm Joe Pomroy, but I'll talk
21 about Steve, our general manager. So he was born in
22 Madison, Wisconsin and lived there until the age of
23 five and moved to Columbia, Mississippi. And those
24 are college towns, so both of his parents were
25 college professors. He has one sister that's six

1 years younger than him and he noted that as a family
2 growing up everything kinda revolved around the
3 academic calendar. And the parents never did the
4 traditional we're working nine to five and taking a
5 week of vacation. When they had projects --
6 research projects, that was sort of the vacation, to
7 explore the country, Arizona or New Mexico or Texas.
8 And then he kind of still does that today. When he
9 goes to a conference or goes somewhere, he wraps his
10 vacations and sees places but still never takes a
11 clean break, so his work gets woven in with visiting
12 places.

13 MR. PINKERTON: This is Joe Pomroy. He
14 said he grew up in a lot of places, at least five
15 cities, but probably most attached to -- is it Old
16 Greenwich, Connecticut. Joe is the youngest of
17 five. He has two brothers and two sisters, and said
18 he was the tie-breaker. The boys won. There's a
19 10-year spread between the five of them. I feel
20 sorry for Mom. He said he was born in Sleepy
21 Hollow, New York, by the way.

22 And the most challenging thing is you have
23 to move every year, not as challenging as it was for
24 his oldest brother, who had to move through his
25 senior year of high school, but a less normal

1 childhood when you're constantly having to make new
2 friends, so that was the most difficult thing when
3 he was growing up.

4 MR. WILSON: I had the pleasure to learn a
5 little bit about Jim Smith. Jim grew up in
6 Sacramento and then spent time in Moraga as well.
7 He has six siblings and two-step siblings. He is
8 the oldest, so there was a lot of pressure being the
9 oldest of that many kids.

10 His challenges were he came from a blended
11 family. His parents were divorced when he was two.
12 He ended up living with his mom and step-father and
13 then step-father and mom, or back and forth between
14 step parents, which made it very challenging, as you
15 can imagine the instability of that. And I
16 definitely feel for you in your youth. Some of the
17 siblings were also divided up between those moves,
18 so that made it challenging as well. And it didn't
19 help he went to three high schools during his high
20 school career between South Lake Tahoe, Davis and
21 Moraga.

22 So just when you think you get settled in
23 in high school, which is a pretty important time in
24 your life, you end up being yanked out and moved
25 somewhere else. So this blended family and being

1 the oldest made him mature earlier. He was a store
2 manager at Albertson's by the time he was 19,
3 district manager by age 24. So he grew up quickly
4 and was ambitious and needed to. And he also --
5 when he was in his early 20s he put his half-brother
6 through college, so his family was dependent on him
7 being the oldest, that's kind of what happened, so
8 congratulations.

9 CHAIRMAN SMITH: So Brad, he grew up in
10 Lafayette, California, which is in the East Bay
11 which is near Moraga, which is where I was in
12 school. He was one of three boys and was the
13 youngest. This was interesting for him to say
14 because he said I was the smallest kid in my school
15 including the boys and all the girls and that he was
16 five feet tall when he got his first driver's
17 license. All it did was make him tougher and
18 stronger as a person.

19 MR. CALLICRATE: I'm introducing Gerry
20 Eick. He was born in Omer, Michigan. Grew up in
21 Michigan, Minnesota, Ohio, the Great Lakes, Midwest
22 area. He spent time in Canada. He's the oldest of
23 three. He has two younger sisters, so you can only
24 imagine him standing at the door when they went out
25 on dates with a shotgun in hand.

1 Probably one of the greatest challenges
2 that he had is he moved 12 times before he started
3 high school. His family was involved in education
4 as well and so it precluded him staying in one place
5 but 12 moves before you even get into high school is
6 quite a bit -- almost like a military family in that
7 regard.

8 So it made it tough for him to establish
9 lasting friendships, which you can imagine it would
10 make it very difficult. He lived 36 years in
11 Manteca, Minnesota and relocated here and he said
12 this is his place to stay until they take him out in
13 a pine box, and I agree with him. I feel the same
14 way.

15 MR. EICK: So yes, it's my pleasure to
16 introduce Tim. He was born in Portland, Oregon, and
17 born and raised there for 25 years. And following
18 college he moved to Incline Village where he's been
19 now for 30 years. He is the baby brother of three
20 and that ultimately led to what he has said is his
21 greatest challenge growing up, is they teased him
22 about his appearance and conditions and --

23 MR. CALLICRATE: I was a fat kid.

24 MR. EICK: It made him tougher. That's
25 what's been a guiding factor in his time here. It

1 was fun that we found a common bond and it was said
2 we know this is where we want to be the rest of our
3 lives.

4 MR. DEVINE: I introduced myself to Susan
5 for the first time. She grew up in Pasadena,
6 California, where she still maintains a residence
7 but moved up here -- was it 17 years ago?

8 MS. HERRON: Yes.

9 MR. DEVINE: She's the oldest of five
10 total, two younger brothers, two younger sisters.
11 We kinda had to take a different answer to the most
12 difficult and important unique challenge. We took
13 "challenge" out of it. It's kind of unique in that
14 she had a very idyllic, happy childhood.

15 The one thing that resonates with her is
16 her parents put no limits on what their children
17 could do and that she's carried that with her, and I
18 think that shows in her disposition.

19 MS. HERRON: So I'm going to introduce Bill
20 to you. He grew up in Reno, Nevada.

21 MR. DEVINE: Far, far away.

22 MS. HERRON: He's the oldest also and has
23 three little sisters and he, too, had a very happy
24 childhood.

25 MR. DEVINE: Sorry.

1 MS. HERRON: And in retrospect he said --
2 and we laughed about this because I completely
3 understand what he's talking about. The only boy
4 with three sisters there was a lot of pressure on
5 his siblings. So when he went to school, he did
6 well. The sibling followed up, oh, you're Billy
7 Devine's little sister, oh, so we shared that had a
8 good laugh about that.

9 MS. CAREY: This is Jim. Jim grew up in
10 Modesto and at 12 years old he and his family moved
11 to a super rural area outside of Boise, Idaho. Went
12 to a very, very small school. He is the oldest
13 between he and his brother. Side note, he has a
14 daughter, his brother has two daughters, and so
15 they're kinda looking -- or the pressure has now
16 been placed on Jim if the family name is going to
17 continue or not.

18 And the biggest challenge that he had as a
19 child was at age 12 that was when their family
20 decided to move from Modesto to Idaho. And in that
21 critical point in any teenager's life when they're
22 going through, as I like to call it, the alien stage
23 -- because I have one of those right now -- that was
24 very critical to go from what he had known his
25 entire life to this really small town in this

1 awkward point.

2 MR. HAMMEREL: Thanks. I'd like to
3 introduce you to the fabulous Dee Carey. She was
4 born and raised in Sunnyvale, California. In fact,
5 she lived her entire childhood within a five-mile
6 radius. And she has one older brother who sadly
7 passed away 15 years ago of cancer. She has one
8 older stepbrother.

9 And you didn't know this by talking to her,
10 but Dee actually had a stutter as a child and she
11 got over it by doing turtle talking, which is
12 talking very slowly and, obviously, she does not
13 suffer from that any longer. That's Dee Carey.

14 MS. ANDERSON: I came to the table kinda
15 late but yeah, I'm Anderson and I grew up in
16 Redding, California. I'm the youngest. I have one
17 older brother who lives somewhere in Squaw Valley.
18 Yeah, like Bill and Susan, I had a pretty happy
19 childhood.

20 MR. DEVINE: Don't apologize for that.

21 MR. WEINMAN: My family, they both -- my
22 parents grew up kinda poor and so they wanted to
23 have family as their main focus and they just really
24 gave us no limits on what we could do.

25 MR. BISHOP: I'd like to introduce myself.

1 I'm Charlie Bishop. I grew up in West Virginia, a
2 small town, and in my senior class -- I don't think
3 anybody can top this -- I was the only boy in my
4 senior class. There were seven girls. It was a
5 small rural school. The other thing that's
6 interesting is directly across the street from me --
7 we lived next door to my grandparents -- was the
8 home of the woman who founded Mother's Day.

9 Now, if there's anyone in here who can name
10 that person, you get the Pontiac after we finish
11 here. Does anybody know who that was? Her name is.
12 Ann Jarvis. She founded Mother's Day at the local
13 Methodist church. Then it was a state holiday in
14 West Virginia and then it went national and then
15 Hallmark thinks they invented it.

16 MR. HUSSERL: Thank you, everybody.
17 Appreciate everybody being open and genuine.

18 MR. BISHOP: I just want to introduce to
19 you an idea about what drives a lot of your results
20 and why things happen in organizations. IVGID's
21 results depend, in many ways, on a group effort.
22 And group efforts depend upon what a guy named Jack
23 Schertz called the "interpersonal underworld." It
24 sounds intriguing. I'll give you some information
25 about it, and if anybody would like to take the

1 test, I'd be glad to send that to you and we can
2 spend a little time on the phone.

3 But here's what it's about. It talks about
4 everyday occurrences in any organization. What
5 employees, managers or whatever it is -- some are
6 troublesome -- commonly heard, this person's got
7 people issues, does a great job but really tough to
8 get along with. Anybody ever heard that?

9 MS. CAREY: Yes.

10 MR. BISHOP: Communications is an issue
11 with this person. They don't like any suggestions.
12 They really don't like to be coached. They're
13 really tough to manage, very resistant.

14 Anybody ever heard of that?

15 MS. CAREY: Yes.

16 MR. BISHOP: X has left a number of bruised
17 people along the way. Even late for meetings.
18 Reports are late. Not customer oriented. We get a
19 number of complaints. And the last one, which I
20 always thought was the better description, he or she
21 pets a cat backwards. That probably tells you that
22 they irritate a lot of people, but that stuff
23 happens in organizations.

24 The symptoms -- these are symptoms. The
25 real causes are sought at a deeper level, people's

1 personality, how we're hardwired. You're not going
2 to change that a lot but that lies in interpersonal
3 relations between people. This is the part -- I'll
4 explain the concept. In interpersonal relationships
5 are you in or out with another person and some
6 people just enjoy being -- they don't really -- they
7 don't have a lot of people needs to be involved with
8 other people.

9 One of the issues that runs people comes
10 about through this issue of control. All of us have
11 control. This is what we want and what we're
12 willing to tolerate. Part of the issues in
13 organizations that you run into is somebody controls
14 -- is terribly controlling and there's two people
15 that want to control the situation. They want to
16 influence it. You'll run into serious problems
17 there.

18 Now, the marriage made in heaven is where
19 somebody wants to be controlled and the other person
20 wants to control. Does that make sense? That's
21 where, seemingly, it works fairly well but it really
22 doesn't work that well. You always say in a
23 relationship, Who is driving the truck in that
24 relationship? So you have to think about who is in
25 charge of the place. So a lot of times it's an

1 issue underneath all of it of control.

2 Now, connecting with people, there's people
3 you can connect with very readily. There's people
4 that also, I would call -- certain people have what
5 I would call a dry personality. They're factual,
6 there's not a lot of warmth exhibited, not a lot of
7 eye contact. They'll spend the first few minutes
8 getting to know something about you and all that.
9 That's a pretty dry personality. You've got other
10 people who are very effervescent and so we have all
11 of that stuff, that brew mixing, and I think it
12 causes us more problems.

13 Underneath all of it is the interpersonal
14 underworld that's going on all the time. It's
15 happening there. The background of this is Admiral
16 Hyman Rickover, the father of the nuclear submarine
17 program in the 50s. He said I'm gonna put people
18 under the polar ice cap for six months at a time.
19 How can we figure out who can get along? And this
20 instrument was -- I think at Cal Berkeley, he was
21 there and came up with this instrument to help
22 select people for the submarine command, and it
23 worked very well, so it was the fundamental
24 interpersonal relationship behavior.

25 I'll pass this sheet around. It gives you

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1 a small -- there's some people that like to work by
2 themselves, absolutely. Other people like to work
3 with teams. So we have to think about that. At the
4 top here is what you get if somebody -- it says
5 "Expressed and wanted." It says "Expressed
6 inclusion," and "Participative," et cetera, and the
7 "Wants" is down here, what you want from others. So
8 in an interpersonal relationship we want something
9 and we express it towards others or we want it from
10 others. If there's not that match, you'll run into
11 problems.

12 Expressed control. This is a person that
13 wants to be dominant, wants a very well oiled
14 machine. They like to control things. The person
15 at the bottom that wants structure and guidance,
16 tell me what to do, tell me all the small details.
17 Tell me specifically what you want me to do.
18 Sometimes we don't know what we want. We know in
19 general but not the small details. So you have to
20 think about all these factors when you think about
21 people on teams. So, again, that's for you to have.

22 The last piece, if somebody wants it, I
23 have here some other interpretation pieces, but the
24 way of looking at your team, inclusion, which
25 individuals have the hardest time gaining

1 recognition for his or her own ideas in the
2 organization? Who in the group seems to be left out
3 of discussions? Who has the hardest time to get
4 others to participate in the group to include them?
5 You can read those as well as I can, but it's just
6 saying that those things are very prominent in
7 teams, in organizations and people on a daily basis.

8 Again, I would offer it to you, if you want
9 to take that test, I'll give it to you. I've got it
10 right here. I didn't want to do it because we're
11 going to run short of time. But if somebody wants
12 to take it, we can set up a phone call and I would
13 be glad to do that.

14 MR. HUSSERL: We talked about a conflict
15 continuum and I mentioned that conflict is not a bad
16 thing necessarily. But if I mentioned the word
17 "conflict," what comes to your mind typically? Just
18 throw out.

19 MS. CAREY: Awkward.

20 MR. PINKERTON: Aggression.

21 MR. JOHNSON: Cathartic.

22 MR. CALLICRATE: Frustration.

23 MR. HUSSERL: Typically when we do this
24 exercise, 90 percent of the words that come out are
25 negative words. Generally people don't like

1 conflict. They see it as a bad thing and it
2 absolutely can be a bad thing. Conflict is the
3 largest reducible expense in any organization. Is
4 that surprising?

5 MR. DEVINE: Could you repeat that?

6 MR. HUSSERL: Unproductive conflict,
7 destructive conflict is the largest reducible
8 expense in any organization. American business on
9 an annual basis loses 385 million days of
10 productivity because of destructive conflict. Think
11 about that number. It's absolutely, to me, an
12 overwhelming number. When we talk about lost
13 productivity, we're talking about turnover, we're
14 talking about absenteeism, we're talking about
15 stress, we're talking about people not being
16 productive because they're talking about the latest
17 conflict at the water cooler. 385 million days lost
18 a year. When you think about numbers in
19 compensation, that's a lot of money, so this is a
20 big deal in terms of learning how to manage conflict
21 more constructively.

22 Conflict is any situation in which your
23 concerns or desires differ from those of another
24 person. We're not going to eliminate it. This
25 happens every single day. How many of you have had

1 some kind of conflict? So the question becomes how
2 comfortable are you with conflict on a 1-to-10 scale
3 with 1 being not very comfortable and 10 being yep,
4 it's routine?

5 I was an only child and the conflict in my
6 house generally was conflict around issues with my
7 parents, but I didn't have siblings to fight with.
8 Now, my wife, on the other hand, came from a chaotic
9 family of seven and so conflict was part of her
10 fabric of everyday growing up. And so I found
11 myself, you know, over the years one of the
12 challenges we've had in being married is I tend to
13 shy away from, especially, conflict in the house
14 with kids. And so I'd be like I don't want to deal
15 with this. I'm going to go into my man cave and
16 avoid this conflict. And she loved to engage in the
17 conflict with her kids and it was a real different
18 differentiation point between us and certainly
19 created issues around how we raised the kids in
20 terms of one being hands off and the other one
21 enjoying the hands on.

22 The other thing with conflict that's
23 interesting is there are some people -- I'm not
24 saying my wife is one of them but about 6 percent of
25 the population are what is called "high conflict

1 personalities," and these are people that thrive on
2 conflict, and I bet you all deal with them at some
3 point in your lives. These are folks that want to
4 engage in conflict, and as much as you may want to
5 avoid it or resolve it, they want to escalate it and
6 so they can often represent a particular challenge.

7 So what I'd like you to do at this point is
8 think about this scale and split up into different
9 pairs than you did before, so find another partner.
10 And we would like you to share with your partner
11 what was the conflict environment in the home while
12 you were growing up so you can see the differences.
13 I shared differences with my wife and me. Sometimes
14 you're in a home where there's spirited
15 conversations around the dinner table and other
16 times you're in a home where people are very quiet
17 and introverted. Sometimes that relates to cultural
18 things, right? We were talking this morning about
19 this exercise. We said, gosh, there are some
20 families, maybe Italian families, that are more
21 animated and engage in dialogue like that and maybe
22 other families that don't do that. Some of it is
23 culture and some of it is how you grew up.

24 So you already shared a little bit about
25 the geographic area in which you were raised, but

1 was there a conflict style particular to that
2 geographic area? So I've got a partner that lives
3 in South Philadelphia and we were -- Charlie
4 challenged me this morning. He wasn't sure about
5 the geographic area. I said think about Charleston,
6 South Carolina. Do you think they would have
7 potentially different styles or ways of dealing with
8 conflict? I would answer absolutely yes, not good
9 or bad but different based on geographic area.

10 And then any other relevant experiences
11 that you had when you were growing up or in your
12 work environment that influenced what your score is,
13 okay? So the first thing I want you to do is what
14 was your score and then why, looking at those
15 questions. Take a few minutes and then we'll ask
16 you to share again. This time you can share your
17 own. You don't have to share the other person's.

18 (Recess taken.)

19 MR. BISHOP: How do you rate your
20 experiences?

21 MR. JOHNSON: I rated myself a seven. I am
22 not somebody who seeks out conflict but I am not
23 someone who shies away from it in any way
24 whatsoever. That's a byproduct of the home I grew
25 up in and the father that I have. He was someone

1 who had very high expectations and called you out
2 for your poor behavior and your shortcomings. He
3 wasn't the quintessential unappeasable little league
4 father, just someone would who expected you to work
5 hard and do as you said and there was no room for
6 being a knucklehead.

7 And so it served me well in the
8 professional world. I think the people in this room
9 know I have a blunt personality. I said if you
10 think I'm blunt, you should spend some time with my
11 dad. But particularly in the construction world
12 it's served me very well. It's an industry where
13 there's an enormous amount of conflict and enormous
14 amount of puffing of the chest and me not being a
15 shrinking violet has served me well.

16 MR. BISHOP: I'll take just one. How do
17 you rate?

18 MR. WINQUEST: For me I would say I'm a
19 seven, but I think I treat conflict differently at
20 home than maybe I do at work. With my wife I'll
21 avoid conflict because she's really tough.

22 MR. DEVINE: That just means you're
23 intelligent.

24 MR. WINQUEST: I won't go into my past, my
25 childhood and how it was in my house. I was always

1 kind of a five but as I started moving up the ladder
2 in IVGID, I experienced a lot of conflict and so I'd
3 say I'm now a seven. I'm definitely not afraid of
4 conflict. I'd rather hit it head on rather than
5 linger.

6 One thing I want to point out is your
7 ability to handle conflict is really based on how
8 you built trust with the people you're around on a
9 daily basis. If I develop a strong relationship
10 with someone and the trust is there, I feel like we
11 can work through conflict effectively and not walk
12 away disliking each other. It's more about hey,
13 this is a tough situation but we can work through it
14 because we have a very strong and trusting
15 relationship.

16 MR. BISHOP: That's actually key because,
17 as we talked about, trust is the most basic thing
18 between people, between teams. If you don't have
19 that, you've got serious problems. But if you do
20 have that, you can get -- you can deal with issues a
21 lot better. Joe?

22 MR. POMROY: Yeah I thought that would be
23 two questions. How comfortable are you at conflict?
24 Not overly comfortable. How do you approach
25 conflict? I go to the higher rating. It's my job,

1 they pay me, and there's going to be conflict. When
2 you fine a property owner \$10,000 for waste
3 violations and you meet in an office and deal with
4 them, that's what you have to do. I approach it
5 fine. I don't enjoy it.

6 MR. BISHOP: Comfortable around it?

7 MR. POMROY: Yeah. I said that to begin
8 with it.

9 MR. PINKERTON: I grew up in an environment
10 where there was no conflict, it seemed like. It was
11 very calm. Because of that lack of anything
12 interesting, I think every job I've taken has been
13 95 percent conflict. I mean, particularly looking
14 back there was a time when I had 70 eminent domain
15 cases where I was having to negotiate with people
16 who literally would probably kill me if they had a
17 chance and sending out 30,000 code violations a year
18 with my name on every single nasty letter that went
19 out. I couldn't -- I stopped writing checks in the
20 grocery store because people would see my name and
21 I'd never get out.

22 So it's become a way of life. You can't
23 get anywhere without awkward, but I don't think I've
24 ever -- even though I've been in it all this time, I
25 don't think I've gotten up to the comfortable level

1 that I should on that, but it's not too late.

2 MR. BISHOP: You said not much conflict.

3 Is that because nobody dealt with it or there wasn't
4 that much conflict?

5 MR. PINKERTON: I think it was always dealt
6 with a little too civilized. If you've ever seen My
7 Big Fat Greek Wedding where the boring Protestant
8 family comes over to the Greek household, that was
9 my parents. Everything had to be kept at this --
10 even though my mom was half Italian, we still kept
11 it very civilized. And so it was very different.

12 Probably the first exposure is when I
13 became president of the fraternity house. That's
14 just constant conflict.

15 MR. WILSON: Well, I think I'm probably a
16 seven and the number's definitely gone up in the
17 four years since I've been here. Although, I mean,
18 I've been in jobs with significant conflict before,
19 but it's not as quite as pervasive as it is here.

20 I grew up in a family that my dad was a
21 banker and Republican and my mom was a liberal
22 Democrat, so there was a lot of conflict around the
23 dinner table. It was always never violent or
24 vicious but definitely disagreements throughout the
25 house. So I'm used to some conflict and it's kind

1 of in my DNA, I guess. But I think, you know, I
2 think it's important. Like Joe, I don't necessarily
3 like it but I'm learning and will learn more,
4 hopefully, in how to deal with it and live with it,
5 because it is a constant.

6 MR. BISHOP: It's a fact of life. Jim?

7 CHAIRMAN SMITH: Two ways. I mean, from a
8 professional standpoint, I'm like a ten or nine
9 because I've had to deal with at a young age a lot
10 of responsibility. But my personal life I had a
11 tremendous amount of conflict growing up so I tried
12 to avoid it in my personal life. So on a
13 professional level I'm okay with it, let's get
14 everything on the table, let's deal with it. So
15 professionally I'm a ten and personally I'm a three.

16 And if that makes sense to some of you,
17 it's like I've got to go through these different
18 scenarios. I avoid it personally. Professionally I
19 can't avoid it. I have to deal with it. It's a
20 business matter.

21 MR. CALLICRATE: I'd say probably about
22 somewhere at nine or ten. I don't enjoy conflict
23 but it's gonna be there. I'm a self-employed
24 musician so conflict doesn't bother me. I tell
25 people just don't lie, cheat or steal, because then

1 if you do that there will be a lot of conflict
2 coming from my hands to your throat. Otherwise,
3 it's going to be pretty calm. But growing up it was
4 -- there wasn't a lot of conflict, although Big Fat
5 Greek wedding comes into it. I have 20 first
6 cousins so when we all got together with the
7 grandparents it was bedlam and fun.

8 I don't seek it out. I'm not a
9 conflict-lover. Like you mentioned, there's
10 6 percent that have to have that. We share the same
11 birthday, April 23rd, which is pretty unusual, and
12 the fact that we were talking, it's like the horns
13 come out for the Tauruses and you'll get gored if
14 there's too much conflict, but otherwise we're
15 pretty low key.

16 MR. EICK: Well, I picked a seven.
17 Fundamentally I don't think I like conflict and at
18 the same time I totally accept it. Having been in
19 the career that I've been in and the job that I had
20 for the majority of it, my job was to handle all the
21 problems nobody else could, so I came to accept
22 there's conflict and you can solve anything if you
23 put your mind to it.

24 So my comfort with conflict exists and
25 doing something about it is very high, but I would

1 just as soon see a world without it.

2 MR. BISHOP: Bill?

3 MR. DEVINE: A little different take. I
4 put myself at a nine, and I'm gonna admit that I
5 like conflict but maybe not in the way you might
6 initially think. I found in the career I'm in that
7 I actually get kind of excited when I know that
8 there's a citizen complaint or a difficult situation
9 that has to be dealt with or whatever that involves
10 conflict, because I like thinking like I can fix
11 things.

12 So, yeah, if there's not a conflict, it
13 doesn't really interest me. So if you guys need to
14 excommunicate me, do it now.

15 MS. HERRON: I would say neutral, kind of a
16 five. I look at it as an opportunity to resolve and
17 improve. I like fact-based conflict.

18 MR. BISHOP: Facts versus --

19 MS. HERRON: Emotions, yeah, maybe.

20 MS. CAREY: I'm kind of a nine, not because
21 I like it, but my line of work. I'm definitely
22 there to handle conflict. I'm not afraid of it.
23 I'm okay to handle those awkward conversations, to
24 start them, because I like to get to the meat of the
25 issue and to have the resolution and to see what we

1 can do to improve.

2 MR. HAMMEREL: Like a couple people said, I
3 think my professional life and my personal life are
4 very, I'd say, on a personal level probably like a
5 six or seven. On my professional life I'm probably
6 a nine or ten. Again, I kind of say the same things
7 over that a couple people have said, but when
8 there's controversy I'd rather have that conflict
9 and I welcome that conflict because I know whatever
10 will come out the end is going to be better than it
11 was before.

12 So I certainly don't shy away from that. I
13 don't look for conflict and I don't consider myself
14 a malcontent, but when I see it, I definitely want
15 to resolve it.

16 MS. ANDERSON: I'm the opposite of Jim,
17 where I would probably rate myself as a three or
18 four in the professional level of conflict and
19 probably an eight or nine in the personal level.
20 I've always heard I have more drama in my personal
21 life than I do in my professional life but
22 professionally I could never do what Bill does. I
23 am just completely not comfortable with conflict
24 professionally but I'm trying to get better at it.

25 MR. BISHOP: Is it possible to come up with

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1 kind of the rules of the road of how to handle
2 conflict at IVGID?

3 MS. CAREY: You come to HR.

4 MR. WINQUEST: Go to the source.

5 MR. JOHNSON: I think a lot of what we've
6 done in Gung Ho in terms of establishing the meeting
7 and who we are as an organization provides for safe
8 harbor in that conflict. If it's intended towards
9 the betterment of the organization and, you know, a
10 broadly positive goal and it's done in a respectful
11 and safe environment, then conflict is, you know, a
12 positive thing. And the structure we want to
13 provide is that that's the type of conflict we have
14 as opposed to, you know, the pettiness or the
15 personality-based or the counterproductive conflict
16 that can occur.

17 MR. BISHOP: So is it possible to come up
18 with, kinda, here's the deal and how we deal with
19 conflict at IVGID? Is it possible?

20 MR. WILSON: It doesn't depend on whether
21 it's external or internal. Internally is what we
22 were talking about with Gung Ho and Brad is
23 absolutely right. It's a nice road map we've
24 developed or developed through Gung Ho. But
25 externally when you're looking at some of this

1 compromise, we can't avoid it, but if it's external
2 it's more difficult because we have less control
3 over the source.

4 MR. BISHOP: It might be more difficult,
5 but can you come up with a general set of ground
6 rules of how to deal with this?

7 CHAIRMAN SMITH: Sure.

8 MR. CALLICRATE: Absolutely.

9 CHAIRMAN SMITH: Get the facts.

10 MR. CALLICRATE: If somebody -- say you get
11 a call from somebody who has a conflict with the
12 district. There should be an ability to put
13 together a protocol on what steps are taken, you
14 know, just even the perfunctory step one, two and
15 three. If it doesn't get rectified the first time,
16 then there's a second or third time -- which there
17 shouldn't be -- how you deal with that?

18 I think there's some of that already in
19 place in the district, but any organization you have
20 to be able to address something. If it comes in, if
21 somebody's, you know, getting continual charges on
22 their utility bill and they are constantly saying
23 wait a minute, this is too high, this is too high,
24 why is it too high? You find out there's a leak
25 they didn't know about and it's taken care of and

1 the conflict is over.

2 If someone is having a personnel issue,
3 it's a little trickier because you're dealing with
4 human beings. And I'm sure HR comes into play, so
5 you can, you know -- there has to be a way to deal
6 with the conflict externally and internally and have
7 it laid out that everybody knows from the line
8 employees to --

9 MR. DEVINE: It's an approach that I have
10 taken that seems to work but I don't know if it fits
11 into the question. But when I'm presented with a .
12 conflict what I try to do is, whether as a mediator
13 or whether I'm part of it, is to have the parties .
14 involved identify what it is that we're trying to
15 get to, what is the goal here.

16 And when we do that, it helps us then
17 establish the road that we're taking towards the
18 solution so you don't get off on tangents. I mean,
19 in a simple sense I'll tell people when they have a
20 complaint, So what is it that you want to see out of
21 this? And if they hesitate, I'll say, Well, do you
22 want to see the person fired? And that usually
23 starts the conversation of, Well, no, I don't want
24 them fired. I just want somebody to talk to them.
25 Now we know what we want and we can work towards it.

1 MR. HUSSERL: Do you deal with a lot of
2 emotions out in the field? I would imagine it can
3 get emotional.

4 MR. DEVINE: I have never seen a time when
5 it wasn't.

6 MR. HUSSERL: Emotions are a big part of
7 conflict management.

8 MR. DEVINE: It probably depends on your
9 role. Obviously, there's times when I'm part of the
10 conflict and then there's times when I'm, for lack
11 of a better word, the Band-Aid or the mediator. And
12 pretty much what you do in any situation like that
13 is you try to get everybody to take a step forward
14 so that -- or a step backwards, sorry -- so that you
15 can reflect on what it is. And when you can
16 identify -- it's not just identifying the problem.
17 It's identifying where are we trying to get with
18 this. I think that helps bring people back around
19 to the best approach to take towards it and they're
20 more engaged in whatever the conversation might be.

21 Because if you let the emotions control
22 it -- and you have to identify that in a nice way.
23 But if you let the emotions control it, you have a
24 really hard time going down the right road.

25 MR. HUSSERL: But you have to let the

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1 emotions out and identify them.

2 MR. DEVINE: Sometimes I do let people just
3 vent and afterwards I haven't offered anything other
4 than a sounding board, and that seems to help, too.
5 Each situation you have to be able to read.

6 MR. GUINASSO: Not everybody should do
7 that, though. I think from my perspective if
8 they're gonna have rules, obey the law, be mindful
9 of the law and follow your established policies and
10 procedures, especially as it has to do with
11 HR-related issues and even with dealing with
12 constituents and that sort of thing.

13 MR. HUSSERL: Absolutely, and we'll spend
14 more time on rules of the road. It's more how you
15 will work together when there's conflicts. Part of
16 what we're talking about here is we want conflicts
17 to surface. The worst thing that happens in an
18 organization -- and Charlie talked about the
19 underworld -- is when conflicts are below the
20 surface and they don't go away. And they have to be
21 surfaced and that's what we'll talk about relative
22 to the rules of the road.

23 So it's less procedural because both of you
24 are absolutely right. When there's a problem with a
25 utility bill, there's a process. We'll look at it

1 and see was there an overcharge, how do we deal with
2 it. There's certain rules we follow in terms of
3 procedures. But there are also times where there
4 are conflicts or issues that will come up maybe with
5 constituents around customer service, where I won't
6 say we break the rules but we'll do things -- we'll
7 do the right thing as opposed to doing things right.
8 Have you ever heard that saying? We're always going
9 to follow the rules. I'm not trying to tell you to
10 break the rules. I'm not trying to tell you rules
11 are not important. But I'm also saying in a
12 customer-centric organization doing the right thing
13 is the most important. We'll come back to that.

14 I want to share five conflict handling
15 modes and it ties back to the 1-to-10 scale, your
16 comfort with conflict. There's an instrument called
17 Thomas Killman that you would complete and it would
18 tell you what your tendency is. It would say yeah,
19 you're more of a person that likes to avoid conflict
20 or you're a compromiser or somebody that competes.
21 So we all have our tendencies.

22 But the real message in this is it's a
23 toolbox and every one of these skills, every one of
24 these styles is important, and you can use each one
25 of these depending on the situation. So competing

1 is known as my way or the highway. Taking quick
2 action, making unpopular decisions, standing up for
3 key issues and protecting yourself. There are times
4 where you're in a position of authority. You've got
5 to make a decision. You're not necessarily gonna be
6 able to collaborate with a team or ask everybody's
7 opinion. You gotta make the call.

8 And so you can't really see it on this
9 scale that well but the scale on the vertical is
10 assertiveness and the scale on the horizontal is
11 cooperativeness. So we look at competing as high
12 assertive and low cooperation. You're making a
13 decision. There are times when we all have to do
14 that.

15 Avoiding, I'll put it off until tomorrow.
16 I talked about my personal life and avoiding
17 conflict at home. Reducing tensions, buying time,
18 knowing your limitations. Sometimes there are
19 things that are not worth fighting about. It
20 happens all the time. If we can simply say let's
21 avoid that and let's let that go and move on, it
22 could be a pretty good strategy.

23 MR. BISHOP: You gotta figure out which
24 hill you're going to die on. Certain things are
25 just not that important. A lot of people fight

1 about everything. Not worth it. You have to figure
2 out the big ones.

3 MR. HUSSERL: Compromising. Let's make a
4 deal, split the baby. You see this sometimes in
5 financial negotiations where you're buying a car or
6 house and you made an offer and the listing price is
7 such and you end up splitting the difference.

8 The truth is in residential home
9 negotiations 99 percent of the time you have an
10 anchor. And wherever the person starts and wherever
11 that offer is more off than not, it ends up
12 somewhere right around the middle. Compromise.
13 Typically done in issues of moderate importance,
14 equal power and strong commitment with both parties.
15 It's right in the middle of the scale.

16 A lot of times it can be used for a
17 temporary solution, so I don't look at compromising
18 as the best strategy if you're really looking to
19 manage conflict more constructively. If you
20 compromise every single time, nobody's happy.

21 MR. BISHOP: You miss. I worked for a guy
22 and no matter what it was he was going to get in the
23 middle and try to get consensus. It was just chaos.
24 The organization was very unproductive trying to
25 accommodate everyone.

1 MR. HUSSERL: Accommodating. This one is
2 high cooperative, low assertive. Showing
3 reasonableness, developing performance, creating
4 goodwill, keeping the peace. There's an example of
5 somebody that wanted to probably -- may have been
6 breaking the rules -- was in a wheelchair and wanted
7 to get and dip their hand in the lake and there were
8 issues about well, can we do this?

9 And here the accommodating strategist was a
10 good one. How can we create goodwill with that
11 individual and do the right thing and not
12 necessarily the hard fast rule of well, we can't
13 bring anybody down there, is there a way to make
14 that work. So accommodating people. And that's
15 kind of, in some ways, a long-term strategy,
16 thinking about how we will deal with that person or
17 other people when it really does matter.

18 So if you accommodate and now comes another
19 conflict situation where you can't necessarily
20 accommodate and you need to compete, you can always
21 go back and say remember that time where we did, so
22 you're building goodwill and building a relationship
23 and it's a strategic approach.

24 Finally collaborating. This is the highest
25 level of conflict management. High cooperation,

1 high assertiveness, integrating solutions and really
2 looking at both parties' needs and interests and
3 trying to figure out where those could be meet. So
4 it's merging perspective, gaining commitment. A lot
5 of the work we're trying to do in the community here
6 should involve this style of conflict management in
7 the work that we do together.

8 MR. DEVINE: Jeff, sorry. Do you find or
9 have you found -- because this is kind of resonating
10 with me when you go through it -- that since you're
11 trying to get to collaborating, that's the best,
12 most effective way, that there are times when maybe
13 the initial response to a conflicting situation
14 might be competing, take quick action, decisiveness,
15 but the importance is any of us in that role, if it
16 has to be done that way at that time, to circle back
17 and to revisit all of the things that are in
18 collaborating? Does that make sense how I'm talking
19 about that?

20 MR. HUSSERL: In terms of essentially going
21 back and doing a checkup?

22 MR. DEVINE: Like Brad might find himself
23 in a situation up in the ski area where he needs to
24 address something now because the guy in charge says
25 it has to be done this way. But if he leaves that

1 -- if Dee's directed to do something because she's
2 working for him and it solves the problem as far as
3 maybe the customer, but if he doesn't revisit it
4 with her to explain this is why I did it this way,
5 let me hear what was happening with you, we had to
6 solve it that way, and now we've got this, that
7 you're always trying to circle back to the
8 collaborating.

9 MR. HUSSERL: Great point. One is a
10 short-term solution. We had to make the decision on
11 the spot, but let's look at what's the problem. Can
12 you prevent the problem from happening. Are there
13 other things we can do to collaborate to prevent the
14 conflict from ever happening in the first place?
15 That is, in effect, taking a more strategic
16 long-term approach to resolving the problem. Yes,
17 that's a great example.

18 MR. BISHOP: I would say that people -- I
19 know you got a great fast ball, but you don't need
20 to throw it all the time. What happens is people
21 have a default pattern they go back to and they
22 stick with one thing. In fact, we have to look at
23 the situation and choose what is the best way to go.
24 Sometimes if the house is on fire, you got to get
25 out.

1 MR. DEVINE: That's a better analogy of
2 what I was talking about. At some point you would
3 come back and talk about what caused the fire to
4 prevent it in the future.

5 MR. BISHOP: If a decision has to be made
6 and you're being courteous with the person, let me
7 give you more perspective. This is why it had to
8 happen. I think people appreciate that big time.
9 Remember, you got a great fast ball but you don't
10 have to throw it all the time.

11 MR. HUSSERL: So what can we do as
12 individuals and as a team to use conflict
13 productively to keep destructive conflict from
14 getting in the way? So go back to this continuum.
15 We don't want to be at this end of the continuum
16 with frustration, distraction, ultimately
17 litigation. We want to be in the productive end of
18 conflict where it's a catalyst for innovation and
19 for change.

20 My favorite quote about this is "Trust" --
21 which we talked about at the very beginning --
22 "Vulnerable trust absolutely requires that dissent
23 come out in the open." There's nothing worst than
24 conflict that just stays underneath the surface
25 below the iceberg and simmers and simmers and not

1 going to reach consensus, it's going to be a toxic
2 environment. It's important for things to come out
3 in the open and it's uncomfortable. I think
4 somebody used the word "awkward." It's
5 uncomfortable. It's a different mindset because we
6 all think of conflict, get away, stay away from
7 that.

8 Okay. Charlie brought this up. Let's talk
9 about rules of the road in terms of how we work
10 together. So the first comment I heard was go to
11 the source. What are some other ideas that you have
12 if we were to establish ground rules on the teams,
13 both the management team as well as the board team,
14 not even necessarily working together but when you
15 work as individual teams, these ground rules should
16 hold because you'll be more effective as a team and
17 get the results a lot faster in working together?
18 So these rules apply to you in your management
19 teams, applies to the board team, it applies
20 overall. What are some ground rules that you think
21 might apply?

22 MR. WILSON: Be open.

23 MR. HAMMEREL: Use facts.

24 MR. CALLICRATE: Be direct.

25 MR. WINQUEST: Be humble.

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1 MR. GUINASSO: Be humble. Recognize you
2 may not have all the facts. Recognize you may not
3 have all the answers. Be willing to ask questions
4 rather than assume that you know answers. Be
5 willing to consider other points of view on the same
6 set of facts, that sort of thing.

7 MR. BISHOP: Who was the detective?

8 MR. HUSSERL: Colombo.

9 MR. BISHOP: People respond well if
10 somebody comes across and they have all the answers,
11 people. Don't respond well to that if there's a
12 conflict. But I'm struggling with it, and help me,
13 people respond well to that, to being human. If you
14 say I don't know, help me with this and people will
15 help you with that. They will help you solve the
16 problems. But if you come across as though you have
17 all the answers ...

18 MR. WINQUEST: Listen, be respectful.

19 MR. WILSON: Be reasonable.

20 MR. BISHOP: How do you handle something
21 that somebody comes to you complaining about
22 somebody else? How do you handle it now and how
23 should it be handled? It's an important question
24 for you.

25 MR. HUSSERL: That's a good one. We'll

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1 come to that. These are all great. Anybody else?

2 MR. JOHNSON: I'm a believer in giving
3 people the benefit of the doubt. Unless they've
4 really proven themselves, you know, being nefarious.
5 Hardly anyone has nefarious intentions. Usually
6 particularly internal conflict everybody's trying to
7 achieve the same thing or everybody wants a positive
8 outcome. You just may not be seeing it the same
9 way.

10 MR. BISHOP: So that's a mindset you take
11 into it assuming that you might not like what
12 they're doing, but they're trying to make things
13 better or they're working on it. It might be clumsy
14 but it's good to give them the benefit of the doubt.

15 MR. HUSSERL: We had a guy that we used to
16 work with who had a saying for that. He always
17 would say "Assume positive intentions."

18 MR. BISHOP: And he did not. He violated
19 it.

20 MR. WILSON: Be honest.

21 MR. HUSSERL: That goes back to your core
22 value of integrity. Good list. Let's see what's
23 behind Door No. 1. Look at that. Be honest, don't
24 talk behind people's backs. Just say what you
25 think. Don't worry about offending someone. This

1 is a little dicey because there's a professional way
2 to do this and there's a nonprofessional way to do
3 this. So I always qualify it that it's important to
4 be honest and it's important to service the conflict
5 but there's a respectful way of doing it as well and
6 we have to keep that in mind.

7 Keep it about the topic, not the
8 individual. This one is a really important one.
9 It's not personal. It's about issues, not
10 necessarily about people. Sometimes it could be
11 about a person but there's an issue around that. It
12 doesn't make them anybody a bad person. Stick to
13 the topic, keep an open mind. That was the first
14 one listed on there.

15 Don't leave a meeting without sharing all
16 thoughts. This happens all the time. I'm sure it
17 does here. It happens in corporate America every
18 day. Meeting's over and everybody is nodding their
19 heads and go back to their offices. And they call
20 their best friend on the team or they're talking at
21 the water cooler and conversations seem to be a lot
22 different than what was happening in the meeting, so
23 we're suggesting things need to be surfaced.

24 MR. BISHOP: Another piece about that is
25 the hall talk after the meetings. You really -- the

1 team deserves to bring up your ideas in the meeting.
2 All the sub-setting really detracts from a team. It
3 really does.

4 MR. HUSSERL: This is one of our favorites.

5 MR. BISHOP: Yeah, you got a problem with
6 me, talk to me. Don't talk to everybody else.
7 Don't go to HR. For God's sakes, talk to me.
8 Crazy, but the circuitous route we take. Think of
9 the time and conversations, not only at IVGID, but
10 every other organization. That's crazy. That's
11 absolutely counterproductive behavior. If
12 somebody's got a problem with me, tell me.

13 MR. HUSSERL: Dee, we're not saying never
14 go to you at HR.

15 MS. CAREY: Oh, no, no, no.

16 MR. DEVINE: She didn't flinch. She was
17 happy with that.

18 MR. HUSSERL: But if you can address it
19 with the individual first, it's a much more
20 productive way. Do it that way.

21 MS. CAREY: That's our, Go to the source.

22 MR. JOHNSON: It's not about encouraging
23 the back room or hallway talk, but don't you have an
24 obligation, you know, before you decide -- Charlie,
25 before I decide I have a problem with you, don't I

1 have an obligation to evaluate whether I'm the
2 problem?

3 MR. BISHOP: Sure. You think about it, but
4 you don't go talking to everybody else and trying to
5 solicit the agreement with your best friends,
6 because they'll always agree with you. But you
7 reflect and say what's the source of that? Self
8 awareness is very important.

9 MR. HUSSERL: But it takes two to tango.
10 The odds are when you do have a conflict with
11 somebody else and when you go to talk to them, I
12 acknowledge I played a part in this too and together
13 we can work more effectively. It's never -- should
14 never be one person's fault.

15 MR. CALLICRATE: But say you confront the
16 individual and he or she lets you think that it's
17 going to be handled and it's a continual problem and
18 it becomes habitual?

19 MR. HUSSERL: In terms of performance
20 management, you know, when I've experienced that in
21 my corporate career, it means repeated communication
22 and finding out what's going on, was there a
23 misunderstanding. One way that we often talk about
24 trying to do that is going back and saying gosh,
25 maybe I wasn't as clear. In other words, back to

1 the humility. Maybe I -- it's got to be about me
2 because I wasn't as clear as I could have been in
3 communicating what my expectations were or what I
4 wanted. Let's have another conversation.

5 What that does is brings down a person's
6 defenses as opposed to saying you didn't do this,
7 gosh, it's not on you. It's gotta be I must not
8 have been clear. Let's have another conversation
9 about it. If it keeps happening over and over
10 repeatedly, that's a different story that requires a
11 different set of actions and it's more related to
12 performance. That's how I would respond to that.

13 Charlie, any other thoughts?

14 MR. BISHOP: Sometimes you have to say
15 write me and tell me what you think the issues are.
16 Humbling up and saying maybe I wasn't clear enough
17 about that, but let me revisit that. Let me go at
18 that again.

19 MR. HUSSERL: At some point you have to say
20 wait a minute, this isn't working.

21 MR. BISHOP: It's a performance issue, not
22 a communication issue.

23 MR. HUSSERL: Someone has a problem with me
24 and comes to you, send them to me. Okay? I will do
25 the same for you. That gets rid of that toxic

1 hallway underworld discussion that happens. Go to
2 the source. If you come to me with a problem, bring
3 a solution. Let's talk about what we can do to
4 resolve it and not just get into finger-pointing and
5 a blame game.

6 Once a decision is made, it's a team
7 decision. Are we going to spend a few minutes on
8 the idea of commitment versus consensus and what it
9 means to have buy-in.

10 MR. BISHOP: I want to say something about
11 that. If there's one thing -- a number of things.
12 Once you make a decision in a team, the decision is
13 made. I might not agree with that, but you got to.
14 get behind it. Not every decision and not every
15 deliberation will go my way, but you have to get
16 behind it.

17 I'll tell you what happens so many times
18 and it just destroys the team. I walk out and I
19 didn't agree with that, hell, they forced me into
20 it. You know who suffers the most by that? You do.
21 I think that is one of the most egregious sins in
22 teamwork. It really disrupts teams and gives some
23 serious thought to that. If you don't agree, you
24 ought to speak up. But sometimes decisions are made
25 that are not just my opinion and I have to sign up

1 for decisions and back them 100 percent.

2 I would say to people, What will you say
3 when your best friend asks what went into this? You
4 have to keep that broken record going and, again, I
5 find that that's a really egregious thing for people
6 to walk out of a room after they're part of the
7 decision and then bad-mouth the decision or the
8 person. That will hurt you big time.

9 Unsupportable. I've seen people fired for that.
10 Quite frankly, I think they should be. That's
11 really an egregious sin.

12 I've got a question. Is it possible for
13 you as an IVGID team to come up with how you're
14 going to handle these things?

15 MR. DEVINE: I hope so, or you wouldn't be
16 there.

17 MR. BISHOP: What's the best way for you to
18 do that? Dee, has it been done?

19 MS. CAREY: Between the board and --

20 MR. BISHOP: Well, just a general idea of
21 how will we handle these things. What are the
22 ground rules?

23 MS. CAREY: Well, we have policies in place
24 for internal matters but we don't have necessarily
25 the --

1 MR. BISHOP: They don't work, right?

2 MS. CAREY: Yeah, they do. They work for
3 personnel issues. We have it for a variety of
4 issues.

5 MR. BISHOP: But you have a lot of
6 conflict.

7 MR. JOHNSON: I don't think we have a lot
8 of conflict.

9 MS. CAREY: Yeah, I don't think we have a
10 lot of conflict. Sometimes there's issues,
11 conflicts between the board and staff. We do have
12 that conflict and we don't know how to deal with
13 that conflict.

14 MR. HUSSERL: Thank you for sharing that.
15 Good.

16 MR. DEVINE: Boy, are you in trouble for
17 saying that out loud.

18 MR. BISHOP: But is it possible to come up
19 with a set of ground rules of how you'll operate?

20 MS. CAREY: Yes, I would hope so.

21 MR. BISHOP: What's the best way to do
22 that.

23 MS. CAREY: Discuss it.

24 MR. DEVINE: Discuss it and come to a
25 consensus and agree that it's okay to disagree. But

1 if the consensus says this, that's what we'll
2 follow.

3 MR. BISHOP: Who is going to do that?

4 MR. DEVINE: I'll do it.

5 MR. EICK: It goes back to your commitment
6 topic. As we started this thing, the objective is
7 we're trying to do the best we can for the district
8 as a whole. If we have that commitment to an
9 objective, then we should find a way.

10 MR. HUSSERL: Again, I want to go back to
11 what we said at the very beginning. Conflict is not
12 bad. It's about having constructive conflict. So
13 the fact that there's no conflict or very little may
14 or may not be a good thing, right?

15 MR. JOHNSON: I wouldn't say it that way
16 either. I'm discussing it from an internal-facing
17 standpoint, a staff perspective. I think there's a
18 lot of constructive conflict that occurs. You
19 should sit in on our senior team meetings. We push
20 each other. There aren't a lot of skeletons in the
21 closet or third rails within the district. Oh, we
22 don't want to talk about that one. We've rooted a
23 lot of that out already and so to say that this is a
24 conflict-rift organization or this is an
25 organization that's without conflict, I don't think

1 is accurate either way.

2 For the most part, it's a very positive
3 work environment. I think where the challenges come
4 in is we have a high turnover board and we have
5 board members that want to accomplish certain things
6 and board members that are looking and figuring out
7 still how to work with each other. I think staff at
8 times has starts and stops relative to, you know,
9 what are our priorities, what should we be
10 achieving.

11 I think we've gone through some of these
12 exercises before and I think the best analogy is for
13 the most part we're a well run ship. The engines
14 are hitting and the decks are polished but there are
15 times when we don't know where we should be steering
16 the boat to. We may be running fantastic but we may
17 be headed in completely the wrong direction. I
18 think that's where the conversation is that people
19 are dancing around about.

20 The most important thing is to set
21 priorities, set goals and ensure we're pointed in
22 the right direction, give staff very clear
23 achievement expectations and then give them the
24 leash to achieve them and hold them to high
25 standards. Hold them accountable.

1 MR. HUSSERL: Great point. So all the
2 planning is about exactly that. So it sounds like
3 internally you guys have what we call a
4 "conflict-competent culture."

5 MR. GUINASSO: I would agree with that.
6 That's probably true with regards to management.
7 But in terms of -- like what Dee was getting at in
8 the way the board interacts with the board and the
9 board interacts with the staff, there's some natural
10 tension just because of the institution, the role of
11 the board versus the role of staff, so that's kinda
12 natural or built in institutionally.

13 But then there's the -- how do I say it?

14 MR. PINKERTON: Boundary?

15 MR. GUINASSO: Boundaries, but there's also
16 legal restrictions as to how -- in a normal
17 organization if somebody had a problem with the
18 general manager, they would go into the room and be
19 able to hash that out. But there's not the same
20 kinds of freedom with an elected. You couldn't
21 bring the whole elected board in a private meeting
22 and have a real candid conversation. That
23 conversation would have to occur one to one to one
24 and then ultimately spill over into a public
25 meeting.

1 So there's some inhibition there in terms
2 of being able to have the free-flow conversation
3 that the staff is able to have every Tuesday in
4 their senior staff meetings.

5 MR. PINKERTON: Yeah. They need to always
6 deliberate in public and they get so little time to
7 deliberate as a group, which is very different than
8 you have in a typical corporate structure. So I
9 think sometimes the message is harder to convey back
10 and forth because we do have this body of law that
11 we have to follow.

12 MR. JOHNSON: There's also frustrations in
13 the process. This is an extraordinarily successful
14 community. It's a community filled with very
15 talented, very successful members, a very
16 high-income community, which means out in the
17 private sector or in your chosen career path you've
18 achieved incredible things. And a lot of that is
19 you expect results and you set high expectations and
20 expect quick turnaround.

21 And government, by design, is not intended
22 for that rapid turnaround or that rapid response.
23 And that's not because government is inherently
24 inefficient or it's inherently bad or government is
25 inherently filled with incompetence, because if you

1 were out in a private sector, you would be out
2 minting your millions.

3 It's designed to ensure the best ideas get
4 implemented. The ideas that go through the extended
5 debate, that go through the three-two vote or
6 five-zero vote, that they get fully vetted so that
7 the decisions that get implemented and the
8 infrastructure that gets constructed has lasting
9 impact as opposed to the idea de jour or the one you
10 think is the best for the moment but isn't the best
11 for the long-term.

12 And I think one of the challenges that I..
13 see with not just the current board but elected
14 boards in general is the concept of the high
15 turnover. There is at least a two-year learning
16 curve. It takes you two years to figure out where
17 all the moving parts are. By the time you get
18 there, you have two more years of effectiveness to
19 get going. And the challenge is if you get two or
20 three trustees every two years, you're graduating
21 that institutional knowledge every time.

22 And so there's frustration in terms of
23 goal-setting and frustration of what you want or you
24 expect to see or once you've got your two years in,
25 you start saying okay, we'll hit the ground rolling

1 and you're dealing with two or three people with a
2 learning curve and that creates friction and
3 frustration.

4 MR. HUSSERL: Those are great points.
5 Clearly, this is a big challenge. There's a lot of
6 constraints around how we develop a working
7 relationship.

8 So in the interest of time, I'm going to
9 shift a little bit in terms of making a list. I'm
10 still after that question that we posed at the very
11 beginning of this session, which is one team is
12 IVGID and the board and that's a team, so we have
13 these constraints, which we acknowledge. High
14 turnover on the board, government moves more slowly.
15 We have challenging customers that have differing
16 opinions. There's all kinds of things going on.

17 So if we were gonna make a list -- and I
18 want to come back to -- I'll talk about commitment
19 just briefly, which is this idea of when we have
20 consensus versus commitment. Consensus, everybody
21 walks out of the room nodding their heads but
22 there's not commitment. And we don't always reach
23 consensus. We may make a team decision and some may
24 not agree, but you know what, I accept it and I'm
25 onboard with it and moving forward. That's

1 commitment and buy-in. That's the message we want
2 to get around this idea of commitment versus
3 consensus.

4 They don't have to -- team members need to
5 know their opinions have been heard and considered.
6 That's the idea of surfacing conflict, not keeping
7 it below the iceberg but getting it out there and
8 letting people speak their piece. Team members can
9 unite behind a decision even though they're not
10 certain it's correct.

11 Buy-in does not require consensus. That's
12 the key message. Any time there's a key decision,
13 we talk about cascading communication, that within
14 24 to 48 hours of a meeting whatever team members
15 were there communicate what happened to their staff
16 and drives information down into the organization.
17 Really important, and that's what prevents rumors,
18 gossip, et cetera.

19 MR. JOHNSON: I think this is an important
20 one. Communication is a very active topic in the
21 organization now, both external and internal. I
22 mean, I think this is the strong one and I certainly
23 hail this as well. One of the keys to communicating
24 throughout internally the organization is this, this
25 concept of a commitment to cascade communication and

1 ensuring that we are pushing it fully out. I just
2 want to emphasize that. I think that's an area of
3 growth for us.

4 CHAIRMAN SMITH: We're making some headway
5 a little bit. What you said is right. It's
6 important to get out ahead of it instead of reacting
7 to it.

8 MR. HAMMEREL: Also, not specifically with
9 staff, but I've seen you get the telephone effect,
10 where a decision could be made behind closed doors.
11 That decision is then communicated with a staff
12 person and then that staff person is challenged with
13 communicating that with their subordinates. And
14 somewhere along the line that message or direction
15 has kind of left the tracks.

16 And so while I don't disagree with the
17 cascade in communication, going back to your point
18 in terms of the air traffic controller, maybe we
19 need to have one central communication source where
20 everybody from the ground up in the organization
21 needs to go to to receive that communication rather
22 than hearing it hearsay.

23 MR. GUINASSO: Board members often feel
24 like they're in the dark about what's going on or
25 how certain issues of the day are being resolved.

1 CHAIRMAN SMITH: If I could just add
2 something real quick. I went into Starbucks this
3 morning at 7:00 and these guys cornered me and said,
4 What is it that some trustee made 17 --

5 MR. CALLICRATE: Change orders.

6 CHAIRMAN SMITH: -- change orders on the
7 bathrooms? I went, What are you talking about?
8 Yeah, they put this hole in the side of the wall and
9 one trustee went down there and made all these
10 change orders. It's all over the dog park and
11 they're all talking about it. I go, Geez, I can't
12 imagine that happening. We talked about cascading
13 communication, it reaches the public. It's so
14 negative and I don't know how it gets started.

15 MR. CALLICRATE: Too much free time is what
16 it is.

17 MR. JOHNSON: I'm often flabbergasted by
18 what's the topic of communication. And that's one
19 of the areas that a lot of us struggle with, you
20 know. I manage a ton of projects on a day-to-day
21 basis. We make decisions and you have to be
22 decisive. I am enormously guilty of taking the
23 long-term look and kind of ignoring the short-term
24 consequences and impacts. And I often struggle,
25 like, what is deserving of a press release, what is

1 deserving of notifying the trustees, what is
2 deserving of -- because I'm just amazed at some of
3 the stuff that we do that I just assume is routine
4 and regular for the road that suddenly you're the
5 hot topic at Starbucks at 7:00 a.m.

6 CHAIRMAN SMITH: The positive thing is you
7 and Tim met and you guys came up with a change for
8 safety and service and everything that's a positive.
9 But it turned out to be this really negative thing
10 when the real story is positive of how the board
11 worked with staff to make something safer and better
12 and it turned out to be a negative thing.

13 MR. HUSSERL: That's what we're trying to
14 move towards, exactly that kind of relationship. I
15 know there's constraints. There's laws and all
16 kinds of things that go into that. I know we can
17 achieve it.

18 MR. BISHOP: We're strongly feeling that
19 the program and project management mindset needs to
20 be invented in IVGID. Is it possible and how could
21 it be done?

22 MR. JOHNSON: Yes, I think so. A
23 project-delivery mindset is a great set of tools but
24 it is also -- to an extent it's a very mercenary set
25 of tools. You move from one project to the other,

1 focus on the task at hand. A lot of what we do is
2 being stewards and shepherds and long-term managers
3 and experience-focused and experienced managers, if
4 you will.

5 I think it's an important skill set but I
6 don't think we would necessarily be -- just minted
7 an army of little project managers, an army of Brads
8 running around the district. But I have my place
9 and I have my role and there are other people at
10 this team who have their place and their role as
11 well.

12 MR. PINKERTON: A lot of this is more art
13 than science. That's the challenge. We're trying
14 to rationalize these things. We are desperate to
15 get this citizen request response system in place.
16 There's no perfect way, but it goes back to
17 communication, communication, communication. And
18 sometimes it's gonna be right and sometimes it's
19 gonna be wrong.

20 I mean, the dog park is a dangerous place.
21 My second day on the job I said something at an
22 Incliners' meeting somebody misheard, and Jim
23 Hammerel heard something the next morning and I had
24 to do damage control by that afternoon. And it's
25 just having all those connections and making sure

1 those miscommunications don't happen is critical.
2 We have to find a better way to manage to make sure
3 everybody gets information. But it's a melding of
4 these project management principles and a lot of it
5 is just sitting and talking and communicating and
6 focusing and having the right system in place.

7 MR. WILSON: I can see the project
8 management system work to resolve a conflict. So I
9 get a call or I find out through the system that
10 there's been a car parked in the parking lot for two
11 weeks and we didn't notice it. So we go through the
12 system. We contact immediately the source who
13 turned it in. We found out what they know about it
14 and then we go through this process with a
15 prescribed outcome of getting the car towed or
16 finding the owner.

17 CHAIRMAN SMITH: We have six minutes left,
18 and this is good. I don't know if you want to go
19 longer. I know Tim has to leave.

20 MR. CALLICRATE: I would like to hear the
21 public comments before I leave.

22 MR. HUSSERL: What I'd like to do in the
23 last six minutes is to begin to build a bridge
24 between board and staff and improve the relationship
25 so we can build one team in this group. There are

1 constraints. No question about that. I know
2 there's some things we can do.

3 We have an exercise in here about
4 strengths, what we can do differently to help the
5 team. I want to go to the last bullet point on
6 there and I want each of you to think for a minute
7 and make a statement on what's one request that you
8 have of your colleagues to make this a more
9 effective team.

10 MR. JOHNSON: Do I start? My request for
11 my colleagues would be to set clear expectations and
12 then provide time and trust to achieve those
13 expectations. Wanting to know results within a week
14 of a project that's gonna take six weeks isn't
15 giving an opportunity to complete. I think checking
16 in is fantastic, but there's a fine line behind
17 checking in and micro-management.

18 I would say set clear expectations and
19 provide the opportunity for the people you're
20 working with to deliver results.

21 MR. BISHOP: Okay.

22 MR. HUSSERL: Jason, a comment?

23 MR. GUINASSO: Yeah. I'd be patient with
24 one another and communicate clearly. Be committed
25 to communicating with one another.

1 MR. WINQUEST: So I really want to
2 emphasize what Brad said, but I don't want to
3 repeat. I think this goes internally as well as
4 with our members of the board.

5 Our members of the board are in a weird
6 situation where they're hearing things from the
7 community members and then there's obstacles of how
8 much can they get into operations and talk to us.
9 My main request is when you hear something from the
10 community, from a community member, please
11 understand that there's two sides to the story and
12 it's very important to hear that other side of the
13 story before perceptions are created. I think
14 that's extremely important for the senior management
15 staff and our relationship with the board.

16 MR. POMROY: I would just say work in areas
17 under our control.

18 MR. HUSSERL: What do you mean by that?

19 MR. POMROY: Everybody provides a set of
20 services. Let's stay within the sphere. We know
21 we're involved in the community. Let's not have
22 requests about roads if we can't do anything about
23 it.

24 MR. PINKERTON: I think there should be
25 more of an assumption that we have good intentions

1 in what we do, and I think it's sometimes easier for
2 us to communicate if we assume, I think, we're all
3 trying to reach the same goals.

4 MR. HUSSERL: Positive intentions.

5 MR. WILSON: Be as specific and clear and
6 concise as you can.

7 CHAIRMAN SMITH: For me it's
8 accountability.

9 MR. CALLICRATE: I want the absolute truth
10 at all times.

11 MR. EICK: For me it's trying to do the
12 greatest good.

13 MR. DEVINE: I really tried to narrow this
14 down to one, because that's what you said, but it's
15 kind of two. For the board it would be to embrace
16 our role and that includes understanding and
17 accepting it.

18 And then for the staff, even though I know
19 we're all one team, I would say don't be afraid to
20 hold us accountable. It probably goes with
21 accountability.

22 MS. HERRON: I wrote down "Pause, take a
23 deep breath, give consideration before you react."

24 MS. CAREY: Don't assume.

25 MR. HAMMEREL: Like Jason's, mine is to be

1 patient, and it's twofold. For the board to be
2 patient with staff, to let them take the direction
3 and implement, and then also for staff to be patient
4 with the board. We're still trying to get the hang
5 of this as well so we've got a lot of learning to
6 do.

7 MS. ANDERSON: For me it's clear
8 expectations and reliability.

9 MR. HUSSERL: What do you mean by
10 "reliability"?

11 MS. ANDERSON: Just being able to rely on
12 my coworkers.

13 MR. HUSSERL: Okay. We will get this list
14 typed up because I think it's worth pondering. With
15 that, it's two minutes after 4:00 so we're two
16 minutes late. Thank you for your attention,
17 participation and engagement. We appreciate it and
18 we enjoyed working with you.

19 CHAIRMAN SMITH: Jeff, Charlie, thank you.

20 MR. CALLICRATE: Thanks very much
21 gentlemen.

22 CHAIRMAN SMITH: Public comment? Ms.
23 Martine.

24 MS. MARTINE: I've been here for a little
25 over an hour. I've been here a little over an hour

1 and basically what I've heard is middle school 101,
2 how to be a team player, how to play nice with your
3 fellow people. And we're all adults here and I
4 think that if you haven't learned 90 percent of what
5 was presented by now, then you have problems.

6 And I also think that Charlie's statement
7 about if you agree or you don't agree with the team,
8 you have to come out of there agreeing with the
9 team. I don't think that that's what I want from
10 the board members. If they don't agree with what's
11 being presented, that's their opinion and they may
12 be representing people that have been talking to
13 them and saying, you know, I don't like this or I
14 don't like that.

15 So I think that that information is
16 probably not good information for the board. I
17 think they need to maintain their individual
18 opinions and just because you're part of a team
19 doesn't mean that you have to agree with the team or
20 have everyone say, yeah, we all agree. I don't
21 think that's productive at all.

22 I have to agree 100 percent with Brad
23 Johnson. He seems to have it down, his statement
24 about clear expectations. And I think that that's
25 something that we haven't had to the staff,

1 probably. Because I think that the board, like Jim
2 said, we don't know what we're doing, essentially,
3 is what he said. But you guys have had two years,
4 senior members of the board, and if you can't figure
5 it out in two years, then that's a problem. There's
6 a problem there.

7 I like some of the other things, you know,
8 specifics, accountability and truth. And I think a
9 lot of that has been lacking -- or maybe not
10 lacking, but maybe just not forthcoming between
11 staff and board. And I go to the board meetings and
12 all the other meetings, per se, and I'm out of the
13 community a lot so I hear a lot of what's going on
14 in the community.

15 I think there's been misdirection in doing
16 all of this fu-fu-la-la stuff. It was very clear
17 going out that finances are the biggest concern of
18 this community. I didn't even hear them addressed.
19 And I think that even at the Diamond Peak committee
20 meeting that was the No. 1 thing that I took away
21 from that meeting, and the general manager was
22 directed to get more of a clear, concise picture of
23 each venue, and that didn't happen. So I think, you
24 know, that -- I don't know. Exercise in futility
25 comes to my mind. Thank you.

1 MR. WEINMAN: Andy Weinman. I'm going to
2 be leaving town for several weeks so I wanted an
3 opportunity to go through these individually, just a
4 follow-up on what was just said. I generally don't
5 agree 100 percent with anybody most of the time
6 except my wife, and that took a lot of years. So
7 that was training on her part. She trained me.

8 I want to make a couple of comments which
9 are general comments. I think this was the best
10 meeting I've attended by a long shot because I think
11 it allowed people to get to know each other a little
12 bit more and to let down their defenses. There's a
13 ways to go but it's a great start.

14 The other comments are, one, we live in
15 this community in what I would call an entitlement
16 culture. The folks that live up here feel we have
17 conquered the world and if we want something done or
18 changed, it's going to happen now or else we'll
19 complain about it. That makes for real problems
20 both for staff and maybe more for board, because the
21 board hasn't had the training that staff has had in
22 dealing with conflict.

23 When people in the community come to new
24 board members and explain 16 things that ought to
25 change right now or else, the board can get kind of

1 agitated about that and I want to see something
2 happen.

3 I submit this needs to be carefully
4 considered in the context of the fact that you do
5 now have a whole lot of board turnover very rapidly.
6 In the first several years of living here that
7 wasn't so true. I would submit that getting on the
8 board nowadays seems to be an extremely frustrating
9 thing once you're there and it's not too long until
10 your asking yourself, What am I doing on this board?
11 Why did I do this?

12 So you may want to ask where is all the
13 pressure coming from? It's coming from community
14 members who think they know what's right and wrong.
15 One of the things we need to learn as board members
16 is when the day is over, you close the books. You
17 don't have to satisfy everybody all the time, and
18 that does raise kind of philosophical issue about
19 customer service. Is the customer always right?
20 Well, from my perspective, no, the customer's not
21 always right.

22 And that leads to the last point, and
23 that's when you have to function in a crisis
24 atmosphere, everybody gets exhausted really quickly.
25 If there's a crisis this morning because something

1 happened, everybody's exhausted at the end of the
2 day. There's a problem if you have to function in
3 that atmosphere. You have to learn to say no to
4 some people some of the time. Thank you.

5 MRS. EPSTEIN: Bea Epstein. 933 Fairway
6 Park Drive. Again, I was not going to speak but I
7 feel compelled. I think it was the most beneficial
8 session today for staff as well as our board
9 members.

10 One thing I did learn while I sat on the
11 board for eight years was that by the time you make
12 three decisions or vote on three separate issues,
13 you've alienated everyone in the community, so
14 that's a high-pressure situation that you sit in.

15 That pressure translates down to staff and
16 one of the things I saw on the list today is that we
17 need to exercise patience in both directions, the
18 board and staff and staff with the board so that
19 when we get to know each other, we can work together
20 better. Margaret, had she been here, more of the
21 morning would have seen some of the benefit that
22 came out of the working today. I commend the staff
23 for their honesty and candor and I commend the board
24 also for their resilience in listening to what staff
25 had to say.

1 As I said yesterday, sometimes we hear
2 things that are hurtful, painful, make us angry or
3 make us feel demoralized. But I think today's was a
4 step in the right direction toward really being a
5 team and not having that "I" pop up all over the
6 place.

7 Again, I thank you for a most productive
8 day today. I don't know that I agree with the rest
9 of the days, but today's was a really beneficial day
10 for everyone. Thank you so much for your work.

11 CHAIRMAN SMITH: Thank you, Ms. Epstein.

12 Jeff and Charlie, I have a couple questions
13 and I just want to thank everybody. What happens
14 next? Do you produce a document for us and is there
15 a follow-up?

16 MR. HUSSERL: So what we will produce for
17 you is what we're calling a strategic framework and
18 it basically takes the work from days one and two
19 and it summarizes the key priorities by venue and it
20 will look at some operational goals by venue as
21 well. It will also include what we have now as a
22 vision -- mission and vision statements and I would
23 ask that you guys take another look and come to a
24 commitment on what that's going to be and settle on
25 that.

1 And then it's very important that
2 information is cascaded to the staff in terms of the
3 strategic priorities, what we're trying to do. It's
4 then up to the staff to create action steps and a
5 budget that is prepared and then presented back to
6 this board for discussion and approval in advance of
7 the budget deadline in May.

8 So what you will get from us next week is a
9 final summary report. It's going to look at the
10 venues and take the information that we had on those
11 flip charts and it's going to turn them into
12 critical priorities and some operational goals. And
13 then it's up to staff, very important that staff is
14 now responsible for its governance. Management now
15 needs to come up with the action plan and tactics to
16 achieve the goals that we've established, to address
17 the critical priorities. Some of that will be short
18 term and some may be long-term recommendations that
19 are capital expenditures around buildings and
20 facilities, et cetera, that we talked about at
21 length.

22 We can also then have a checkup meeting,
23 should we wish. In the idea of patience, that will
24 probably be a year from now in terms of after the
25 plan has been implemented, come back with board and

1 staff, how is it going?

2 The other piece of this is around
3 communications, and I think as everyone highlighted,
4 communications are critically important among the
5 board, between the board and staff and with the
6 community. And as Charlie said, we do recommend
7 that there be a central communications person with a
8 project management focus but certainly central
9 communications person and that we work with inbound
10 and outbound communication with the community.

11 So several of the venues we had community
12 meetings that were part of the action plan or part
13 of the critical issues and we need to get more
14 information. And we can certainly, if you choose,
15 help with those community meetings by providing a
16 facilitator that may make those meetings go more
17 smoothly, something for you to consider as well.

18 CHAIRMAN SMITH: You answered all my
19 questions. Charlie, did you --

20 MR. BISHOP: I just would -- I think it's
21 this whole issue of communication was one that
22 generally was the impetus to bring us here. And I
23 think that the committee's working on that, but I
24 think there's a need to centralize that. And I used
25 the term "air traffic controller" on many occasions

1 and I do think that somehow maybe there's not a lot
2 of -- because some of these people talk about would
3 they have to grow beards and I suggested they would
4 not.

5 But getting inside is more project-program
6 management and that absolutely is going to be
7 critical. It can't be an art form. It needs to be
8 someplace between where you are and be more
9 definitive about that.

10 MR. JOHNSON: I don't disagree with you. I
11 think the one challenge -- and my wife can attest to
12 this -- as a person who lives in the project world,
13 I am constantly looking at problems to be solved.
14 The world is full of nails that need to be pounded
15 down as opposed to, you know, if you take that
16 mindset, you know, I'm a very good problem-solver,
17 but I'm not necessarily a good overall, broad
18 operational manager.

19 That's the kind of thing that we need to be
20 cognizant of. There's a different skill set for
21 every job. Perhaps program management is maybe a
22 better description. It isn't just projects that we
23 need to excel on.

24 MR. BISHOP: But this kind of mindset of
25 all that is a skill that's needed to pull this off.

1 If you don't have something like that, you're not
2 going to be able to answer some of the questions.
3 If you don't have the issue logs, the board will not
4 have some of these questions answered. It's
5 mandatory that there be communications.

6 CHAIRMAN SMITH: Charlie, so once the plan
7 comes to us, comes to the board and the staff,
8 what's your best recommendation for us to release it
9 to the public? Our public relations officer is
10 sitting next to you. Because they'll be very
11 interested in that. Could you give us suggestions
12 for that?

13 MR. BISHOP: I think maybe a briefing on
14 your part to the public. We've done this, these are
15 the priorities we're working on, here's where we
16 are, here's the next steps. I think your office
17 should come out about that.

18 CHAIRMAN SMITH: Okay.

19 MR. HUSSERL: Maybe this is what Charlie is
20 getting to. Maybe there's an opportunity for
21 another community meeting. People read what they
22 want and interpret it in different ways. It's very
23 different from actually presenting it and having an
24 opportunity for people to hear and ask questions and
25 address the issues. But when it goes out only in

1 writing, people meet at Starbucks the next day, and
2 so something to consider. I don't know whether
3 that's logistically feasible or not.

4 CHAIRMAN SMITH: Do you have any questions
5 before they fly back home?

6 MR. PINKERTON: No. I think it's
7 interesting what he just mentioned, because I got
8 approached at Bonanza this morning by four different
9 people saying, Are we going to have an opportunity
10 to provide feedback on these sessions?

11 CHAIRMAN SMITH: I love that idea of this.
12 I don't know if it make sense for you guys to help
13 present it. It may have a lot of weight. But we
14 can certainly talk about that as a board and with
15 the general manager. I just want to thank Kayla,
16 Jim, Dee, Tina, Susan, Bill, Gerry, Brad, Tim,
17 Steve, Jason, Indra, Joe, Brad and the community.
18 Thank you for being all part of this. It's been a
19 really great experience and I think we've all
20 learned a lot.

21 MR. BISHOP: Thank you for your help and
22 support.

23 CHAIRMAN SMITH: So I guess meeting's
24 adjourned. Thank you.

25 (Proceedings were concluded at 4:19 p.m.)

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5 I, CHRISTINA MARIE AMUNDSON, a Certified Court
6 Reporter in and for the states of Nevada and
7 California, do hereby certify:

8 That I was personally present for the purpose of
9 acting as Certified Court Reporter in the matter
10 entitled herein;

11 That said transcript which appears hereinbefore
12 was taken in verbatim stenotype notes by me and
13 thereafter transcribed into typewriting as herein
14 appears to the best of my knowledge, skill, and
15 ability and is a true record thereof.

16 DATED: At Reno, Nevada, this 13th day of March 2015.

17

18 /S/Christina Marie Amundson, CCR #641

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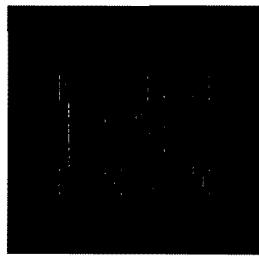
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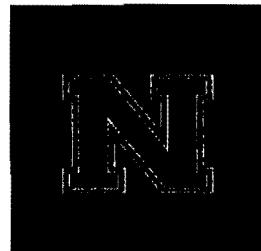
How to Effectively Use Parliamentary Procedure

Speaker Biographies and Presentation Materials

Monday, March 16th, 2015

Joe Crowley Student Union, Room 320
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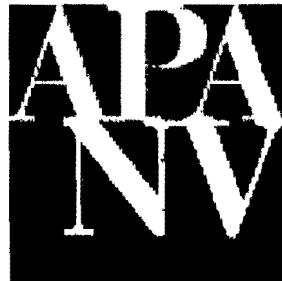


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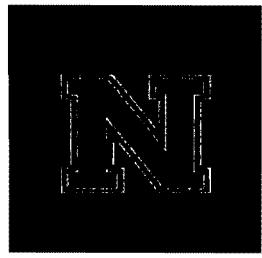
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Speaker Biographies

Frederick Steinmann, DPPD

Frederick Steinmann currently works for the University of Nevada, Reno and the University Center for Economic Development. He began his professional economic development career with the Reno Redevelopment Agency in the City of Reno, Nevada. Since then, he has worked for the Nevada Small Business Development Center, Bureau of Business and Economic Research, and for the Carson Economic Development Services Department in the City of Carson, California.

Frederick has also worked as a Senior Associate for David Paul Rosen & Associates, one of the elite economic development and public policy consulting firms in California. Frederick earned his Doctorate in Policy, Planning, and Development, with areas of study including economic development, public policy, public finance, and real estate development, from the University of Southern California with the successful defense of his dissertation titled, "The Twilight of the Local Redevelopment Era: The Past, Present, and Future of Urban Revitalization and Urban Economic Development in Nevada and California." He also earned a Bachelor's of Science and Masters of Science in Economics from the University of Nevada, Reno.



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Objectives

The Nevada Leadership Institute:

- Main Objective: To create a pool of qualified officials as the difficulty of challenges in Nevada grow; officials who understand the ins-and-outs of government Management and Administration.
- Secondary Objective: To reduce conflict between staff and elected/appointed officials over procedural matters pertaining to government Management and Administration.

Our First Exercise

What is Leadership?

- As an individual, write down an answer to this question on the index card provided on your table. Think about qualities, responsibilities, activities, etc.
- As a group, and using your individual answers, write a single sentence on the flipcharts provided for your group.
- As a class, we will discuss and share our answers.

The Agenda

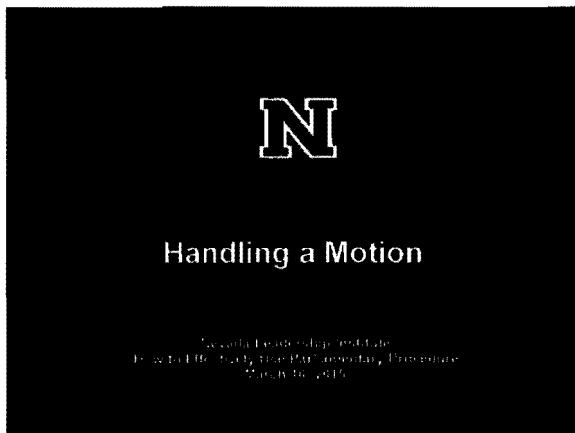
An exploration of thoughts and skills associated with leadership and the basics of how to effectively use parliamentary procedure:

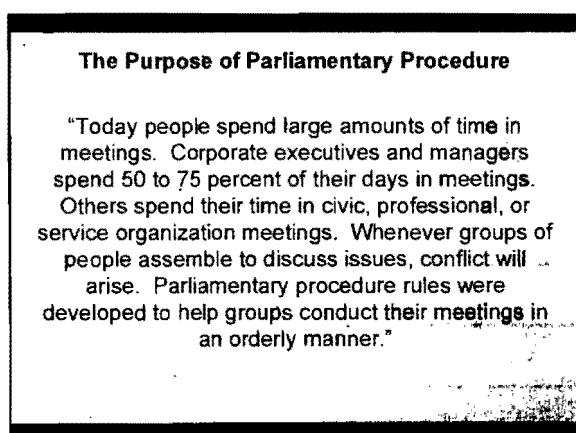
1. Understanding Parliamentary Procedure and Basic Motions (History, Subsidiary Motions, Privileged Motions)
2. Incidental and Additional Motions
3. A Brief Overview of Nevada's Open Meeting Laws

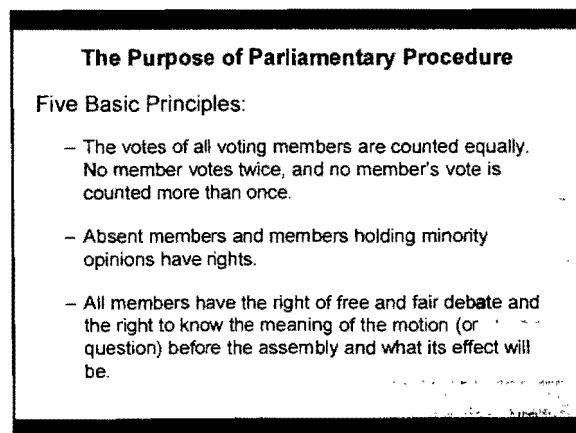


Nevada Leadership Institute
How to Effectively Use Parliamentary
Procedure

March 16, 2015







The Purpose of Parliamentary Procedure

Five Basic Principles:

- The majority has the right to decide and the minority has the right to be protected and to speak on the issue.
- Parliamentary procedure facilitates the transaction of business and harmony and is characterized by fairness and by good faith.

A Brief History

- Brigadier General Henry M. Robert, United States Army.
- 1876, stationed in Milwaukee, Wisconsin.
- High degree of civic engagement; fraternal, community, and church meetings.
- Distressed by the 'absence of consistency' in how these meetings were run.

A Brief History

- 1876 – wrote "Pocket Manual of Rules of Order for Deliberative Assemblies" (short title "Robert's Rules of Order").
- *Robert's Rules of Order Revised*
 - 4th Edition, 1915
 - 5th Edition, 1943
 - 6th Edition (75th Anniversary), 1951
- *Robert's Rules of Order Newly Revised*
 - 7th Edition, 1970
 - 8th Edition, 1981
 - 9th Edition, 1990
 - 10th Edition ("Millennium"), 2000
 - 11th Edition, 2011

Some Basic Definitions

- **Quorum:** the minimum number of members who must be present for business to be transacted legally; specific to the organization's constitution or bylaws.
- **Constitution:** the basic regulations governing the organization (name, purpose, members, officers, meetings, parliamentary authority).
- **Bylaws:** provisions for amending the constitution; the rules made by an organization to control the actions of its members.

Some Basic Definitions

- **Standing Rules:** rules generally about the administration of the organization.
- **Main Motions:** a formal proposal by a member, during a meeting, that the organization take a certain action; should cover the what, when, who, and dollar value (if applicable) of the proposal.
- **Presiding Officer:** the member who conducts the meeting and sees that the rules are observed (an elected president or vice president, mayor or vice-mayor, chairperson).

The Agenda

"An agenda is a written plan for the meeting. It lists in order the subjects to be taken up and the time schedule in relation to each. It is made up before the meeting and may be distributed before the meeting or at the meeting."

Include the Following:

- Include "who", "where", and "when"...date and time, location, attendees, special individuals present.
- Provide a brief objective statement... "we will discuss and collect public opinion regarding the new proposed shopping mall development at the corner of McCarran Blvd. and W 7th Street".
- Write a schedule for the main points of the meeting.
- Allocate time in the schedule for any special guests.
- Provide time for Questions and Answers.
- Provide an outline for discussion topics.

Three Types of Motions

- **Main Motions** is a proposal by a member, during a meeting, that the organization take certain action.
- **Subsidiary Motions** exists to help the group to treat or dispose of a main motion. They are 'in order' only when another motion is under consideration, and they modify, delay action on, or dispose of that motion.
- **Privileged Motions** do not pertain to the pending business of the meeting; address matters of immediate+ importance, without debate, should be allowed to interrupt the consideration of other motions.

A General Rule

"The last motion made is the first motion to be considered."

The immediate pending motion always will be the motion with the highest order of precedence.

A Main Motion

Six General Steps:

1. A member is recognized and makes the motion.
2. Another member, without recognition, seconds the motion.
3. The chair places the motion before the group by restating the motion (change in ownership – from the person who makes the motion to the group).
4. The chair calls for debate and the members discuss the pro and con merits of the proposal.
5. Once debate is concluded, the chair asks if the group is ready to vote and calls for the vote ('yes', 'no', 'abstain').
6. The chair announces the result of the vote and designates appropriate action.

Our Second Exercise – Main Motions

Goal: To practice making and handling a motion.

Time Allowed: 8 minutes.

Steps:

- Volunteer?
- Make a Motion.
- Complete the motion using the six steps listed in the previous slide.

Subsidiary Motions

Seven Subsidiary Motions (from lowest to highest rank):

1. **Postpone Indefinitely:** permits an assembly to avoid a direct vote on a main motion and, in effect, to defeat the main motion indirectly; used to dispose of a motion that is inappropriate for the group to consider or might cause undesirable consequences if adopted or rejected. Majority required.
2. **Amend:** allows a member to modify the wording of another motion; the pending motion still remains before the group for debate in its amended form; amendments must be germane to the original motion. Majority required.
 - To insert words or add words.
 - To strike out or remove words.
 - To strike out and insert words.

Subsidiary Motions

Seven Subsidiary Motions (from lowest to highest rank):

3. **Refer to Committee:** send a pending question regarding the motion to a small group of selected persons who will investigate the issue; should designate the committee and who will serve on it (deadlines, results, purpose, etc.). Majority required.
4. **Postpone to a Certain Time:** must state the time to which the motion or motions are postponed. Two-Thirds required.
5. **Limit or Extend Limits of Debate:** used to limit the number or length of speeches on a motion or to place a maximum time limit on debate on a pending motion. Two-Thirds required.

Subsidiary Motions

Seven Subsidiary Motions (from lowest to highest rank):

6. **Previous Question (or Close Debate):** used to bring one or more pending motions to an immediate vote; used to close debate on a motion. Two-Thirds required.
7. **Lay on the Table:** to permit the group to temporarily set aside the pending motion when something more urgent has arisen. Majority required.

Our Third Exercise – Subsidiary Motions

Goal: To practice making and handling a subsidiary motion.

Time Allowed: 8 minutes.

Steps:

- Volunteer?
- Skip to Step 4 (Debate).
- Members should volunteer subsidiary motions.
 - Postpone Indefinitely
 - Amend
 - Refer to Committee
 - Postpone to a Certain Time
 - Limit or Extend Limits of Debate
 - Previous Question (or Close Debate)
 - Lay on the Table

Privileged Motions

Five Privileged Motions (from lowest to highest rank):

1. **Call for the Orders of the Day:** used if the program or agenda is not being followed or if consideration of a certain question had been set of a specific time and has not been introduced. No second, no vote.
2. **Raise a Question of Privilege:** when something happens that affects the rights or privileges of a member, that member can interrupt the meeting by 'raising a question of privilege'. No second, no vote.
3. **Recess:** a short intermission in the meeting after which business is immediately resumed at the point the meeting stopped. Second, Majority required.

Privileged Motions

Five Privileged Motions (from lowest to highest rank):

4. **Adjourn:** proposed to close and end the meeting; cannot interrupt a speaker and can be made either when other business is pending or when no main motion is under consideration; presiding officer usually asks "is there any further business to be considered". Second, Majority required.
5. **Fix the Time to Which to Adjourn:** sets the time and sometimes the place for another meeting to continue consideration of agenda items before the group. Second, Majority required.

Our Fourth Exercise – Privileged Motions

Goal: To practice making and handling a privileged motion.

Time Allowed: 8 minutes.

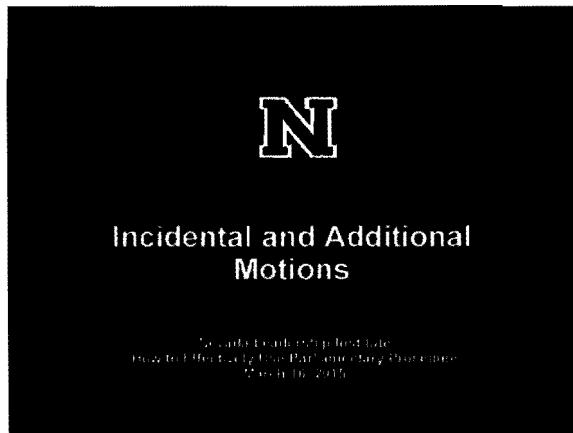
Steps:

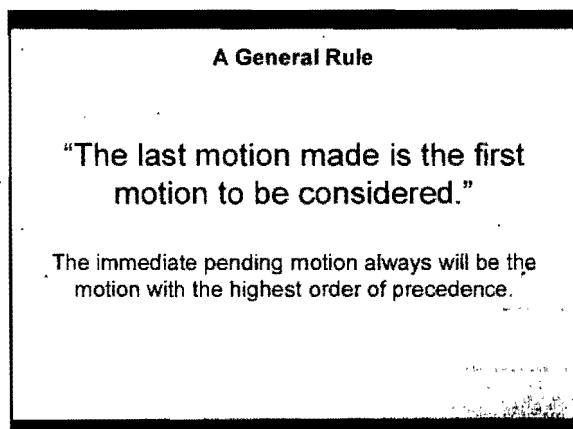
- Volunteer?
- Skip to Step 4 (Debate).
- Members should volunteer privileged motions.
 - Call for the Orders of the Day
 - Raise a Question of Privilege
 - Recess
 - Adjourn
 - Fix the Time to Which to Adjourn

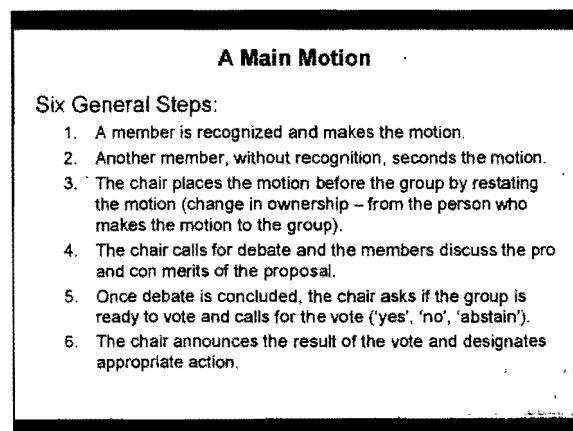
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Incidental Motions

"Incidental motions apply to the *method* of transacting business rather than to the substance of the business; they are, in other words 'incidental' to the pending motions before the assembly. With few exceptions, all the incidental motions relate to the pending motions in such a way that they must be decided immediately."

- Applicable only in *special circumstances*.
- Do not fit into any order of precedence.

Incidental Motions

Eight Subsidiary Motions:

1. **Point of Order:** when a member thinks the rules of the assembly are being violated; duty of the presiding officer to enforce the regular rules. No second, no debate, ruled on by the Chair.
2. **Appeal:** any two members have the right to force an 'appeal' from a decision; usually occur on questions that have to be decided on a subjective basis. Second, can be debatable, Majority required.
3. **Request for Information:** a request directing the presiding officer for information relevant to the *business at hand* but unrelated to parliamentary procedure. No second, no debate, no vote.

Incidental Motions

Eight Subsidiary Motions:

4. **Suspend the Rules:** used when a group wants to do something it cannot do without violating one or more of its regular rules; cannot conflict with the organization's bylaws, or local, state, and federal laws, or the fundamental principles of parliamentary procedure. Two-Thirds required.
5. **Object to Consideration of the Question:** permits the group to avoid debate or consideration of a main motion. Two-Thirds required.
6. **Division of a Question:** if a pending motion contains two or more parts capable of standing as separate questions, the members can vote to treat each part separately. Not debatable, Two-Thirds required.

Incidental Motions

Eight Subsidiary Motions:

7. **Consideration by Paragraph Serialim:** a lengthy motion consisting of several paragraphs might be best handled by opening each paragraph separately to debate and amendment before any motion adopting to adopt the motion being considered. Not debatable, Majority required.
8. **Division of the Assembly:** if a single member doubts the accuracy of the announced result of a vote, the member may call for a 'division'; Affirmative Stand, Negative Stand, Abstaining Stand (alternative use of hands). No second, no vote.

Our Fifth Exercise – Incidental Motions

Goal: To practice making and handling an incidental motion.

Time Allowed: 8 minutes.

Steps:

- Volunteer?
- Skip to Step 4 (Debate).
- Members should volunteer incidental motions.
 - Point of Order
 - Appeal
 - Request for Information
 - Suspend the Rules
 - Object to Consideration of a Question
 - Division of a Question
 - Consideration by Paragraph Serialim
 - Division of the Assembly

Additional Motions

Two Additional Motions:

1. **Reconsider:** allows a group, within a limited time and without notice, to bring back for further consideration a motion that has already been voted on; made only by a member who voted for the original motion. Majority required.
2. **Rescind:** an assembly can cancel a motion previously adopted; takes precedence over no other motion. Two-Thirds required.

Our Sixth Exercise – Running a Meeting

Goal: To practice making and handling a privileged motion.

Time Allowed: 8 minutes.

Steps:

- Volunteer?
- Conduct an Entire Meeting.
- Consideration Main, Subsidiary, Privileged, Incidental, and Additional Motions.
- Keep in mind the Six Steps of Considering a Motion.

Some Final Thoughts

- Can a motion be adopted if only a few members vote in favor and many members abstain?
 - Depends on the type of meeting.
 - Private...check your constitution and bylaws as to what constitutes a Quorum.
 - Public...in Nevada, quorum is a MAJORITY of the VOTING MEMBERS.
- Can a member be required to vote on any motion?
 - Generally, no.
- Can a motion be adopted by plurality vote rather than majority vote (multiple choices)?
 - Plurality: the largest number of votes.
 - Majority: more than 50 percent of the votes.
 - Determined by rule.

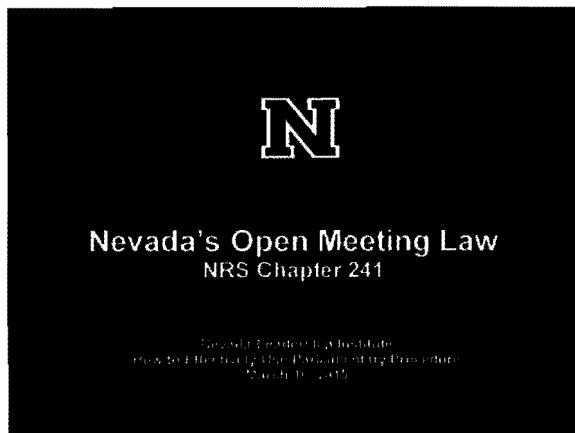
Some Final Thoughts

- Can the presiding officer participate in the debate on a motion?
 - Impartiality requirements.
 - Consider private vs. public and group structure.
- Can the presiding officer introduce a motion?
 - Generally, no.
- What is meant by the term 'ex-officio member'?
 - Are members who qualify by virtue of an office they hold or some position they fill.
 - Generally not counted in quorum requirements.
 - Might have voting rights, might not have voting rights.
 - EX: The State Conservation Commission (NRS 548), Seven Appointed Members, Two Ex Officio Members (Dean of CABNR, Director of the State Department of Agriculture).

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Why Hold Open Meetings?

Definitions (NRS 241.015)

Definitions (NRS 241.015)

- **Quorum:** simple majority of members unless otherwise provided by law.
- **Deliberate:** to collectively examine, weigh and reflect upon reasons for or against a proposed action (new with AB 65 from 2013).

New Authorization

- AB 65 (2013) authorizes a member of a public body to participate by electronic means.
- Participation must allow the public to hear the member so participating and the member so participating to hear statements made by the public

Meetings (NRS 241.020)

- Must be Open.
- Must be Noticed.
 - Accommodation
 - Notice to include:
 - Time, place and location of meeting
 - List of locations where notice was posted
 - An agenda

Meetings (NRS 241.020)

Agenda must include:

- Clear and complete statement of matters to be considered.
- “for possible action”.
- Public Comment periods.
- Notifications that (items may be taken out of order, may be combined, may be removed or may be delayed).
- Any restrictions on public comment.

Meetings (NRS 241.020)

Minimum Notice:

- Posting at principal office or where meeting is to be held.
- Three additional prominent places.
- Copies to persons requesting notice.
- Email notice okay if agreed to by requestor.

Meetings (NRS 241.020)

- Include name and contact information of person able to provide supporting materials and locations where supporting materials may be obtained (new with AB 65 from 2013).
- In counties of 45,000 or more, supporting materials to be posted on website (new with AB 65 from 2013).

Meetings (NRS 241.020)

- Website, if maintained, must include notice of meetings (supporting documents by link).
- Free copies to requesting public.
- Supporting materials to be provided to public at same time provided to public body.
- May provide by email.
- "Emergency".

Meetings (NRS 241.020)

- AB 445 requires that all public body meeting notices be posted on the State's website at the same time posted in local area and to persons requesting notice.
- AB 445 requires such posting by public bodies to commence no later than July 1, 2014.
- AB 445 requires that the State Department of Administration have the State website prepared no later than January 1, 2014.

Exceptions (NRS 241.030)

- Personnel Matters.
- Prepare, administer or grade examinations.
- Appeals of examinations.

Exceptions (NRS 241.030)

- Subject may waive.
- Agenda must state statute authorizing closed session and nature of business to be considered.
- Exception may not be used to:
 - Prevent removal of disruptive persons
 - Prevent removal of witnesses
 - Discuss appointments
 - Discuss member (NRS 241.031)

Closed Meetings (NRS 241.033)

- Written notice to subject – proof of service:
 - In person – 5 working days
 - By certified mail – 21 working days
- Must include topic to be discussed and right of person to attend and be represented.
- Chair or public body decides attendees.
- Copy of record available to subject.
- Casual or tangential mention...

Administrative Action/Eminent Domain (NRS 241.034)

- Notice same as in NRS 241.033.
- Proof of service.
- Must be on agenda.
- Not required separate from notice per NRS 241.033.
- If eminent domain, real property described.

Record of Meeting (NRS 241.035)

- Minutes
 - "substance" of matters considered
- Available within 30 days – retained for 5 years
- May be recorded by public
- Must tape or transcribe meeting – 1 year – available to public or the Attorney General
- Same for closed meetings

**Statements Privileged (NRS 241.0353)
Voting (NRS 241.0355)**

- Privilege applies to both member and public.
- Action by Majority Vote of Entire Body.
- Abstention not an affirmative vote.
 - Legal counsel opinion

**Action in Violation Void (NRS 241.036)
Action by AG or Person (NRS 241.037)**

- AG may seek injunctive relief – no damage or harm required.
- Person may sue to:
 - void an action
 - require compliance with law
 - seek determination of applicability of law to action
- Suit to require compliance – 120 days.
- Suit to void action – 60 days .

Action by the Attorney General or Person

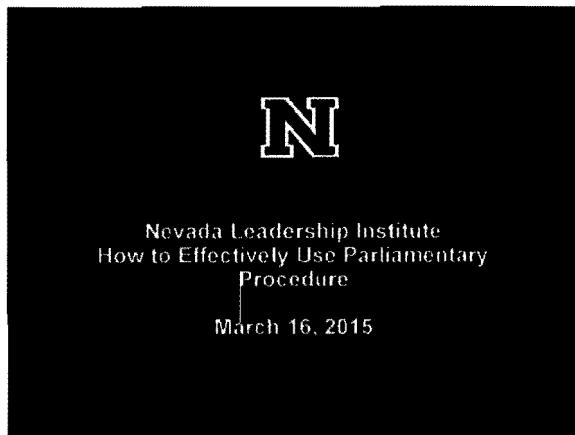
- AB 65 authorizes the Attorney General to forgo prosecution of a violation if there is a correction within thirty days of the alleged violation if the corrective action is in the best interests of the public.
- AB 65 requires that if taking corrective action, agenda must state "for corrective action" - but such posting is not an admission of a violation.

**Role of Attorney General (NRS 241.039)
Attorney General Finding (NRS 241.0395)**

- Attorney General to investigate and prosecute violations.
- Attorney General may issue subpoenas.
- If violation found, Attorney General opinion must be included on following agenda.
- Inclusion on agenda is not admission.
- Re-do/ratification of questioned action.

Penalties (NRS 241.040)

- Violation, with knowledge, is misdemeanor.
- Wrongful exclusion – misdemeanor.
- Civil penalty of up to \$500 *per violation*:
 - Must be sought by the Attorney General.
 - Prohibits the designation of a substitute unless authorized by statute or the legal authority (ordinance/resolution) creating the entity.



Herron, Susan

From: Dick Warren [bd1947@icloud.com]
Sent: Tuesday, March 17, 2015 8:24 PM
To: Pinkerton, Steve J.
Cc: Herron, Susan
Subject: Re: IVGID's 2014-2015 Budget

A couple of other questions I would like to discuss in our conference call on Thursday morning, Steve; Susan, as per my usual request, please distribute my comments to the Steering Committee, the BOT, and appropriate members of IVGID. Thank you Susan.

The Recreational Fee was raised about \$85 to service a 2003 Bond for the Chateau Renovation. At the time the BOT represented to the Community that once the Bonds were paid off, the additional \$85 would sunset and obviously, the Rec Fee would go down by \$85. This Bond was paid off in March 2013; yet the Rec Fee was not reduced by \$85. Why not?

Rec Fees were raised around \$110 to service a 2004 Recreational Refunding Bond, and this bond was paid off in October, 2014, yet the Rec Fee was not reduced by \$110. Why not?

Excuse my language, but what in the Hell is going on here? You have bond issues for the Chateau renovation, or a Recreational Refunding Bond, and although these Bonds have been paid off, you continue to assess the increases in the Rec Fees. In my examples property owners are paying \$195 more in their recreational fee assessment of \$830 than they should be. So what's your justification for continuing to charge property owners almost 25% of their Recreational Fee for issues that were already resolved? Where is the fiscal responsibility? I am not personally blaming you Steve, because you weren't around then, but what's going on here? This is total fiscal irresponsibility. It is incompetence at a level that if I were at IVGID I would be personally embarrassed to be a part of it, and so embarrassed that I would demand change. As General Manager you are in a position to demand change. What are you doing about it?

We can discuss Thursday morning, but please, don't try to B.S. me on this stuff. If my facts are wrong, fine, but if they're not wrong, address my questions.

Thank you Steve.

```
> On Mar 17, 2015, at 7:46 PM, Dick Warren <bd1947@icloud.com> wrote:  
>  
> Good.  
>  
>  
>> On Mar 17, 2015, at 7:17 PM, Pinkerton, Steve J. <steve_pinkerton@ivgid.org> wrote:  
>>  
>> Will talk to you then.  
>>
```

>>
>> From: Dick Warren [bd1947@icloud.com]
>> Sent: Tuesday, March 17, 2015 6:01 PM
>> To: Pinkerton, Steve J.
>> Subject: Re: IVGID's 2014-2015 Budget
>>
>> 8:30 AM on Thursday morning. Please call 415 731 4369.
>>
>> Thank you.
>>
>>
>>> On Mar 17, 2015, at 4:14 PM, Pinkerton, Steve J. <steve_pinkerton@ivgid.org> wrote:
>>>
>>> Hi Dick:
>>> I am afraid that I am booked at that time.
>>>
>>> Are you available between 330-530pm tomorrow or 830am tomorrow or Thursday?
>>>
>>> Thanks,
>>> Steve
>>>
>>> Steven J. Pinkerton
>>> General Manager
>>> Incline Village General Improvement District
>>> 893 Southwood Boulevard, Incline Village, NV 89451
>>> P: 775-832-1206
>>> F: 775-832-1122
>>> sjp@ivgid.org
>>> www.ivgid.org
>>>
>>>
>>> -----Original Message-----
>>> From: Dick Warren [mailto:bd1947@icloud.com]
>>> Sent: Tuesday, March 17, 2015 9:57 AM
>>> To: Pinkerton, Steve J.
>>> Subject: Re: IVGID's 2014-2015 Budget
>>>
>>> Sure, a conference call is fine. I'm available tomorrow (Wednesday) between noon & 2:00 PM. Home phone is 415 731 4369.
>>>
>>>
>>>
>>>
>>>
>>> On Mar 17, 2015, at 6:16 AM, Pinkerton, Steve J. <steve_pinkerton@ivgid.org> wrote:
>>>>
>>>> Hi Dick:
>>>> You have asked a lot of questions. Many of which would take far too much time to answer today. I would prefer we set up a conference call to discuss this as the dialogue would be much more productive that way.
>>>>
>>>> With regards to ski, it really is a very different operation than everything else that we do. While the majority of our uses are focused on residents and property owners, the ski resort has always been primarily supported by visitors. About 80 percent of the ski visits and 85 percent of the ski revenue come from outside Incline Village.
>>>>

>>> And since 1990, it has cash flowed every single year. There have been years where the capital expenditures have exceeded the cash flow, but there have been plenty of years where that hasn't been the case as well.

>>>

>>> At the end of the day, our ski area has performed very well amongst its competitors -- in fact its financial performance has been far superior to its private sector counterparts over the past 4-5 years. If I haven't already, I will pass on the benchmark analysis to you.

>>>

>>> In any case, would you be interested in a call to discuss this further?

>>>

>>> Thanks,

>>> Steve

>>>

>>> From: Dick Warren [bd1947@icloud.com]

>>> Sent: Sunday, March 15, 2015 4:12 PM

>>> To: Pinkerton, Steve J.

>>> Subject: IVGID's 2014-2015 Budget

>>>

>>> I was reviewing your 2014-2015 Fiscal Year Budget for IVGID, specifically page 44, and mainly the columns relating to the General Fund and the Community Services Fund. Basically the Community Services Fund is going to breakeven, a \$245k profit. However, if we look at just direct revenues & expenses, and allocate revenues & expenses contained in the General Fund out to the profit centers (because the General Fund is not a profit center), this will give us a "pseudo full-absorption type income statement", even though we're using cashflow statements (Sources & Uses), which really aren't as valuable as GAAP financials.

>>>

>>> Your direct revenues are \$11.6M (\$17.6M less the Facilities Fees of \$6.0, which is really a subsidy). Total expenses are \$17.4M, but your inter-fund amounts (\$.6k) need to be added back, so that gives us \$18.0M. Then we need to allocate a portion of General Fund expenses to Community Services, and I would guess and say about 2/3 are attributable to Community Services. The General Fund has \$3.8M in total expenses, so 2/3 of that is \$2.7M, which gives us total expenses in Community Services of \$20.7M.

>>>

>>> Revenues in the General Fund are \$3.8M, and once again they need to be allocated out as already noted. Once again I'll use 2/3, or \$2.5M should go to Community Services. So total revenues for Community Services is now \$14.1M (\$11.6M + \$2.5M). So, on a direct basis, adjusting for revenues & expenses in the General Fund that need to be allocated out, Community Services is showing a net loss of \$6.6M (\$14.1M - \$20.7M). How does one say that Community Services is running well with this kind of loss? This is your budget, and you're actually planning on running at a direct loss basis? Why aren't the programs within Community Services compelled to breakeven? Take golf, do the green fees need to be increased to breakeven? And that question would be appropriate for every other program not breaking even.

>>>

>>> The Facilities Fees, which is a subsidy, saves you. But what you're doing is allowing folks who use the facilities to get a good deal (lower green fees, etc.) at the expense of having the homeowners pay for it through their recreation fees. In a perfect world there are no Facilities Fees; you have such a great operation that no subsidy is required. But you have no incentive to cut the Facilities Fees; in fact, you probably want to increase it. Why not prepare a budget based on zero Facilities Fees? Why not run your operations efficiently?

>>>

>>> Why would the Steering Committee, or any other responsible party, give you the green light to "go ahead" with new operations that you have absolutely no experience with, when you can't even run your current operations efficiently? I don't think the DPMP should go any further until IVGID gets their financials in line.

>>>

>>> I realize my numbers are not perfect, but this is pretty damning; this is not a pretty picture. I philosophically have an issue with a budget that is prepared with the assumption

that programs sponsored by IVGID can not breakeven on a direct revenue/expense basis. I play golf; why should I expect to get a break in green fees at the expense of the taxpayer? It makes no sense.

>>>
>>>
>>>
>>
>

Herron, Susan

From: s4s@ix.netcom.com
Sent: Sunday, March 15, 2015 10:50 AM
To: Smith, Jim
Cc: Tim Callicrate; Kendra Wong; Hammerel, Jim; Devine, Bill; Herron, Susan
Subject: Re: Weekly Bill Pays - Praise Where Praise is Due - P.S.

Dear Chairperson Smith and Other Honorable Members of the IVGID Board -

As a follow up to my earlier praise, I am now asking that the Board finish the job.

I have previously asked staff to produce its chart of accounts which is the menu for the believed 2,500 or more categories where IVGID's expenses are assigned. Staff has refused.

But now staff is identifying chart of account numbers for each of the expenses listed on weekly bill pays. The problem is that no one other than staff has a "program" which identifies the chart of account numbers so we know the precise expense category to which the expense has been assigned.

The public needs the program because without a translation, the numbers are nothing more than "numbers."

I am again requesting staff turn over the chart of accounts with account names and numbers, and that it be included online so when a member of the public wants to learn exactly where an identified expense has been assigned, he/she will be able to easily find the answer.

Please confirm this suggestion is going to be implemented, or set it up as an agenda item for the next regular Board meeting. And regardless, please instruct staff to produce this public record.

Thank you for your cooperation. Aaron

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

>From: s4s@ix.netcom.com
>Sent: Mar 14, 2015 11:44 AM
>To: smith_trustee@ivgid.org
>Cc: callicrate_trustee@ivgid.org, wong_trustee@ivgid.org, hammerel_trustee@ivgid.org, devine_trustee@ivgid.org, Herron Susan <Susan.Herron@ivgid.org>
>Subject: Weekly Bill Pays - Praise Where Praise is Due
>
>Dear Chairperson Smith and Other Honorable Members of the IVGID Board -
>
>As the Board knows, for some time Judy, I and others have been complaining about the lack of transparency in IVGID's financials, in part, related to weekly bill pays which are now being reported on the IVGID web site. Until now, there has been no real description of the nature of the bill pays as well as the fund and chart of account to which they have been assigned.
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>Well now there has been a quiet change and I hope the Board is aware of the change.
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>I just examined listed bill pays for the week ending March 10, 2015. New columns have been added to provide a description of the purpose for each listed expense as well as the chart of account number to which the expense has been assigned. These are big, big improvements and I want the Board and the public to be aware of this fact.
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>I just wish that staff or the Board had announced these changes in response to public criticism which would have sent the message "we're listening, and we're committed to making the public's financials more transparent." When the Board and staff do nothing, it sends the opposite message.

>

>I hope these changes have been as a result of Board action behind the scenes. But regardless, IMO they represent a very good thing and I thank whomever for bringing them about.

>

>We still have a long way to go but I want the Board and the public to know some of us who monitor these disclosures are aware we're being listened to.

>

>Thank you, Aaron Katz

>

>Aaron Katz

Herron, Susan

From: Jim Smith [jsmithivgidtrustee@gmail.com]
Sent: Sunday, March 15, 2015 7:52 AM
To: Michael Gloria Chiarelli
Cc: Pinkerton, Steve J.; Herron, Susan
Subject: Re: Tahoe

Correspondence received. Pass on to the Board as requested.

Thank You,

Community, Commitment, and Collaboration

Jim Smith
Chairman of the Board of Trustees
Incline Village General Improvement District
Email: smith_trustee@ivgid.org
Phone: (775) 298-1128
www.ivgid.org

On Mar 14, 2015, at 10:01 PM, Michael Gloria Chiarelli <mgloria@italianmasters.com> wrote:

Jim,

I think it's time for the board to really consider other option
for Incline. By the content in this article our ski seasons will be
Slim to none.

http://www.mercurynews.com/drought/ci_27712978/lake-tahoe-drought-climate-change-threatening-winter-way

SmartNews
<http://bit.ly/smартnews-app>



Michael Gloria Chiarelli
Founder & Chairman

1407 East 3rd Avenue
San Mateo, CA 94401

T: 650-281-3004

T: 775-412-2998

F: 800.520.8117

Herron, Susan

From: s4s@ix.netcom.com
Sent: Saturday, March 14, 2015 11:44 AM
To: Smith, Jim
Cc: Tim Callicrate; Kendra Wong; Hammerel, Jim; Devine, Bill; Herron, Susan
Subject: Weekly Bill Pays - Praise Where Praise is Due

Dear Chairperson Smith and Other Honorable Members of the IVGID Board -

As the Board knows, for some time Judy, I and others have been complaining about the lack of transparency in IVGID's financials, in part, related to weekly bill pays which are now being reported on the IVGID web site. Until now, there has been no real description of the nature of the bill pays as well as the fund and chart of account to which they have been assigned.

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I hope these changes have been as a result of Board action behind the scenes. But regardless, IMO they represent a very good thing and I thank whomever for bringing them about.

We still have a long way to go but I want the Board and the public to know some of us who monitor these disclosures are aware we're being listened to.

Thank you, Aaron Katz

Aaron Katz

Herron, Susan

From: Jim Smith [jsmith@servicescouts.com]
Sent: Thursday, March 05, 2015 11:50 AM
To: Herron, Susan; Pinkerton, Steve J.
Cc: charlie bishop; Devon Reese; Jeff Husserl
Subject: Fwd: Re:

Steve,

Can you provide hard copies of this correspondence for the meeting today? Is like to discuss this.
Thank you,
Jim

Begin forwarded message:

From: Jim Smith <jsmithivgidtrustee@gmail.com>
Date: March 5, 2015 at 11:46:40 AM PST
To: "Crampton, Samuel (Heller)" <Samuel_Crampton@heller.senate.gov>
Cc: Steve Pinkerton <steve_pinkerton@ivgid.org>, Susan Herron <Susan_Herron@ivgid.org>
Subject: Re:

Good afternoon Samuel,

It was great talking to you yesterday afternoon and this morning.

On behalf of the Incline Village General Improvement District please thank Senator Heller for his service and for this wonderful opportunity.

I will share your correspondence with the Incline Village General Improvement Board of Trustees this afternoon and I promise to respond to you accordingly.

Thank You,

Community, Commitment, and Collaboration

Jim Smith
Chairman of the Board of Trustees
Incline Village General Improvement District
Email: smith_trustee@ivgid.org
Phone: (775) 298-1128
www.ivgid.org

On Mar 5, 2015, at 11:25 AM, Crampton, Samuel (Heller) <Samuel_Crampton@heller.senate.gov> wrote:

Mr. Smith,

Per our discussion regarding the Lake Tahoe summit, I would like to explore options for hosting the event in Incline. The Lake Tahoe summit brings together

stakeholders from all walks of life; business to ecologists, private to public, and everything in-between. Generally speaking, the event showcases the efforts of local organizations and elected officials to maintain and enhance the natural beauty of the Lake. Typically, in attendance are the governor's from California and Nevada, Senators from both states, Congressional members, and numerous local officials.

The event will take place on August 24th from about 10am until 12pm. This event is a great way to showcase the par excellent beauty of our home, Incline Village. It is also a very visible way to show support for the bipartisan work that has funneled millions of dollars to ground level projects that enhance the clarity and resilience of our Lake.

Thank you,
Samuel

Sent from my BlackBerry 10 smartphone on the Verizon Wireless 4G LTE network.

Herron, Susan

From: Frank Wright [alpinesportss@gmail.com]
Sent: Wednesday, March 04, 2015 9:17 PM
To: Herron, Susan
Subject: letter to board

Follow Up Flag: Flag for follow up
Flag Status: Flagged

Susan,

Please add the following letter to the next board packet, and give a copy to each board member. Thank you Frank Wright Crystal Bay

Dear Members of the Incline Board of Trustees.

After watching the legislatures live stream I have come to the sad conclusion that staff has reduced the collective members of the board to nothing more than bobble heads! Staff decides what is and what not a public record. Staff ignores Nevada laws anytime they choose. Now we learn that Staff without board approval is sending employees to be Representatives before the state legislature.

Gerry Eick is now our ambassador to Carson City. Speaking on IVGID'S behalf. WITHOUT BOARD APPROVAL! His comments, and agenda are his alone, but he represents those comments as if he were speaking for IVGID. Who sent him? Who told him what to say? What is the purpose of having a Board of Trustees? This is outrageous! Is this why I have to pay a Recreation Fee? Who paid him to be there, it better not be me!

A team of local misfits lead by Mr.Eick, was present and ready to offer opinions on behalf IVGID. Mr. Eick's presentation before the Legislature without IVGID's board's knowledge is a false representation and could be subject to legal action by the legislature.

If Mr. Eick and Mr Pinkerton have jobs come Monday I will understand the current board has accepted their roles as local Bobble heads.

This rouge out of whack group of employees has to go, how many more embarrassing events need to take place before board action is taken? I am still waiting for the "Bonus records" I requested over a month ago?

Is anyone going to do anything? Why did you run for public office?

How difficult is it to see Mr. Eick is not a representative to the state legislature. How can you let an employee represent the board before the State Legislature? What's next? Any board member who sits back and does nothing should resign! Allowing a public employee to go before the State Legislature without board approval is grounds for immediate termination!

When I go to board meetings I am of the opinion the employees sitting off to side are the real voices and decision makers for the community.

Mr. Eick has clearly shown that the employees rule IVGID. What a shame!

Frank Wright
Crystal Bay

1361 Zurich Lane

Incline Village, NV 89451

February 28, 2012

Steve Pinkerton, GM IVGID

893 Southwood Blvd

Incline Village, NV 89451

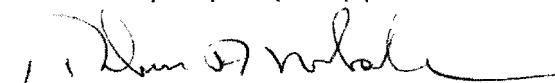
Dear Mr. Pinkerton:

You made two comments in your GM's corner in the Feb. 19 issue of the "Bonanza," which states that "Diamond Peak's business model is strong," that I would like you to clarify:

"There are some costs that could be attributable to Diamond Peak that are charged to IVGID's general administrative accounts,..." What are these costs? What general administrative accounts are they charged to? What are they not charged to Diamond Peak's accounts?

"...Diamond Peak" also has a number of expenses that are likely higher due to being part of a governmental agency..." What are these expenses. Why are they higher? What does "being part of a governmental agency" have to do with the costs when compared to a private agency?

Thanks for your prompt response,



Thomas A. Whalen

cc: Tim Callicrate, BOD, IVGID

Kendra Wong, BOD, IVGID

1361 Zurich Lane

Incline Village, NV 89451

February 28, 2015

Steve Pinkerton, GM IVGID

Tim Callicrate, BOD IVGID

Kendra Wong, BOD IVGID

RE: Defensible Space Fee

IVGID's Schedule of Water Service Charges states that "The defensible space fee is to pay 50% of the IVGID share of costs for fuels treatment on IVGID lands that will enhance the protective boundary from destructive wildfire that could threaten the communities of Incline Village and Crystal Bay. The other 50% share of this cost is paid by the IVGID Recreation Facility Fee."

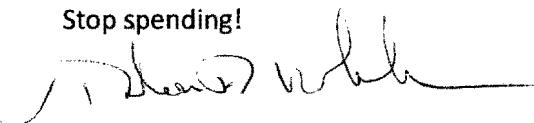
How is this fee determined in the water service charge and recreation facility fee? How is the cost of fuels treatment on IVGID lands determined? How much is it in the water service charge and recreation facility fee? How much was charged in the water service charge and recreation facility fee for each of the last ten years? What was the disposition of the money for each of the last ten years? [I assume that it went to the North Lake Tahoe Fire Protection District (NLTFPD) for support of their fire crews.]

What fuel treatment projects have been conducted on IVGID lands, and by whom, for each of the last ten years? Have the costs of these projects been audited to assure that the funds were spent for their intended purpose?

How many acres of IVGID owned lands are for utility purposes within the NLTFPD? Please describe them. How many acres of IVGID owned lands are for recreational purposes within the NLTFPD? Please describe them. Is a 50/50 cost share between water service and recreation appropriate?

The North Lake Tahoe Fire Protection District is a separate taxing authority with the mission of keeping the communities fire safe. I consider IVGID's defensible space fee to be a hidden tax to support the mission of the NLTFPD. It is unnecessary and not transparent to the property owners. Please provide IVGID's justification for this fee! Does Washoe County and the School District provide a similar fee to NLTFPD for County lands?

Stop spending!



Thomas A. Whalen

Herron, Susan

From: Bill Echols [stockguy@SWBell.net]
Sent: Thursday, February 26, 2015 5:50 PM
To: Herron, Susan; Pinkerton, Steve J.
Subject: Additional information & definations
Attachments: Revised Eick 2005 to 2028 Table of Flows[2].xlsx

Hi Susan,

Would you please include this letter in the monthly Board of Trustee package.

Good morning Steve,

Thank you for the DP financial presentation and Incline Village history lesson at the last DPMP steering committee. Would you please provide some additional detail as follows:

1. Can you please break out the interest expense, amortization of debt underwriting cost (if any) and principal pay down (for each year) in the "Debt Service" amounts (column H)?
2. Column G, Capital. Is this Capital Expenditure in the traditional sense or something else?
3. Can you please supply the sales discount (contra revenue) embedded in column C? Do you have an estimate of what the resident discount would equal? You have mentioned in previous conversations that one of the reasons DP runs at a loss is because of the discounts given to Incline Village residents. I would like to quantify that number as much as possible.
4. What is the DP debt outstanding and what is the average coupon?
5. What does "Net of 08 bond" mean (column G)?
6. Mr. Eick mentioned he has been making a DP GAAP calculation. Would you please forward those to me as well, preferably in Excel for the same 10 year period.
7. Just to make sure I understood you in your formal presentation, there is currently no IVGID G&A allocated to DP? Would you please make an estimate of how much unallocated G&A should be allocated to DP? +/- \$ 100,000 is close enough for me.

I have attached the Excel spread sheet supplied to the steering committee members for your easy reference.

It is interesting to note that the **cummulative operating loss** for the last 10 years, prior to the tax subsidy, is \$4.2 million. I am not sure that equates to a "strong business model".

Many thanks in advance.

-- Bill Echols | H) 775-832-5406 | C) 214-334-8421
983 Wander Way, Incline Village, NV 89451

IVGID
Diamond Peak Ski Resort
Summary Revenues and Expenditures

FYE:	Visits	Operating Revenue		Operating Expenditures		Net Operating Flow		Budgeted		Overall Net Flow	
		Fee	Capital (net of 08 Bond)	Debt Service							
Actual											
2005	121,481	\$ 4,700,412	\$ 3,954,772	\$ 745,640	\$ 73,800	\$ 169,717	\$ 120,232	\$ 529,491			
2006	107,042	\$ 4,652,122	\$ 3,984,687	\$ 667,435	\$ 221,400	\$ 323,984	\$ 120,428	\$ 444,423			
2007	90,898	\$ 4,161,150	\$ 4,024,955	\$ 136,195	\$ 575,050	\$ 615,485	\$ 249,719	\$ (153,959)			
2008	127,668	\$ 6,063,591	\$ 4,500,639	\$ 1,562,952	\$ 460,040	\$ 147,664	\$ 236,836	\$ 1,638,492			
2009	100,709	\$ 4,966,008	\$ 4,497,566	\$ 468,442	\$ 1,545,736	\$ 1,007,706	\$ 1,139,040	\$ (132,568)			
2010	126,978	\$ 5,849,425	\$ 4,188,647	\$ 1,660,778	\$ 1,086,096	\$ 449,863	\$ 1,136,203	\$ 1,160,808			
2011	130,230	\$ 6,144,818	\$ 4,820,853	\$ 1,323,965	\$ 2,457,904	\$ 2,046,184	\$ 1,186,067	\$ 549,618			
2012	98,872	\$ 5,002,894	\$ 4,198,933	\$ 803,961	\$ 783,560	\$ 302,112	\$ 1,074,786	\$ 210,623			
2013	103,436	\$ 5,908,811	\$ 4,221,598	\$ 1,687,213	\$ 354,664	\$ 597,223	\$ 1,072,725	\$ 371,929			
2014	93,867	\$ 5,566,726	\$ 4,620,006	\$ 946,720	\$ 735,750	\$ 1,008,600	\$ 1,245,462	\$ (571,592)			
Budgeted											
2015	115,000	\$ 6,766,700	\$ 5,160,661	\$ 1,606,039	\$ 997,960	\$ 1,358,100	\$ 1,244,149	\$ 1,750			
Projected											
2016	107,300	\$ 6,356,452	\$ 5,315,642	\$ 1,040,810	\$ 2,560,340	\$ 2,624,000	\$ 924,071	\$ 53,079			
2017	107,300	\$ 6,547,146	\$ 5,475,111	\$ 1,072,035	\$ 2,355,840	\$ 2,440,710	\$ 923,751	\$ 63,414			
2018	107,300	\$ 6,743,560	\$ 5,639,365	\$ 1,104,195	\$ 1,946,840	\$ 2,131,938	\$ 923,521	\$ (4,424)			
2019	107,300	\$ 6,945,867	\$ 5,808,546	\$ 1,137,321	\$ 24,540	\$ 536,770	\$ 19,382	\$ 605,709			
2020	107,300	\$ 7,154,243	\$ 5,982,802	\$ 1,171,441	\$ 16,360	\$ 1,244,975	\$ 19,532	\$ (76,706)			
2021	107,300	\$ 7,368,870	\$ 6,162,286	\$ 1,206,584	\$ 24,540	\$ 387,600	\$ 19,472	\$ 824,052			
2022	107,300	\$ 7,589,936	\$ 6,347,155	\$ 1,242,781	\$ 16,360	\$ 747,700	\$ 19,553	\$ 491,888			
2023	107,300	\$ 7,817,634	\$ 6,537,569	\$ 1,280,065	\$ 16,360	\$ 709,300	\$ 19,770	\$ 567,355			
2024	107,300	\$ 8,052,163	\$ 6,733,696	\$ 1,318,467		\$ 403,600	-	\$ 914,867			
2025	107,300	\$ 8,293,728	\$ 6,935,707	\$ 1,358,021		\$ 1,101,300	-	\$ 256,721			
2026	107,300	\$ 8,542,540	\$ 7,143,778	\$ 1,398,762		\$ 470,000	-	\$ 928,762			
2027	107,300	\$ 8,798,816	\$ 7,358,092	\$ 1,440,724		\$ 740,240	-	\$ 700,484			
2028	107,300	\$ 9,062,781	\$ 7,578,834	\$ 1,483,947		\$ 925,259	-	\$ 558,688			

649



I am writing to ask for your support in getting Incline Lake restored and the dam rebuilt so that our community can have a nice, small mountain lake for recreational purposes and to reduce the number of conflicts between humans and bears in Incline Village.

The Incline Lake property was purchased with funds provided by the U.S. Forest Service and a contribution of \$5 million from IVGID. The agreement with the forest service was that the Lake would be drained in 2009, the dam would be reinforced or rebuilt and Incline Lake would be restored to its previous grandeur.

Unfortunately, the forest service has reneged on this agreement and they have unilaterally decided to completely remove the dam and spillway gates, re-contour the land and turn what was a beautiful mountain lake into a marsh. While Incline Lake was man-made and not a natural Lake, the reality is that it was there for several decades and provided excellent habitat for bears and other native wildlife.

Since the Lake was drained in 2009 conflicts between humans and bears have skyrocketed in Incline Village. Without the lake and the higher water table in that area, bears and other wildlife have to travel in search of food. They can't go north because they will quickly be above tree line where there is no food and they can't go east because that takes them into the desert. The only directions in which they can search for food are to the South and West which brings them into our community.

The need to restore Incline Lake is twofold; first of all it will help to dramatically reduce conflicts between humans and bears because the wildlife will return to their former habitat and there will be plenty of natural forage for them to enjoy.

Restoring the Lake will also provide recreational opportunities such as fishing, swimming, boating, ice-skating and it will be a pleasant spot for people to enjoy when hiking or picnicking.

There is already \$5.5 million of Southern Nevada Land Purchase Management Act Funds sitting in an account with the U.S. Forest Service earmarked for the restoration and/or rebuilding of the dam. It will take about another \$3 million to remove the existing dam and rebuild a safe and secure dam.

The federal government spends money every year building and reinforcing dams all over America. \$3 million is a very small amount of money in relative terms when it comes to rebuilding the dam in a safe and effective manner.

Please write to the IVGID Board of Trustees and ask them to support the restoration of Incline Lake and work with the US Forest Service to live up to the original agreement of rebuilding the dam. Thank you.

Sincerely,

(Your Name)

Coralbridge Strategic Planning Session

The Board of Trustees and the General Manager are committed to making things run more effectively and more efficiently. That being said....

I believe that all senior staff should have been invited to participate in this strategy session. Collaboration, trust, and conflict resolution were being discussed.

Collaboration is just a word when not practiced. Collaboration is working together at all levels to produce and sustain great customer service, the best venues at the lake, and the most solvent government in Nevada. Our elected officials and staff should be using 'We' statements, not 'I' statements. A court reporter was hired for this strategy session rather than using our competent District Staff. It begs the question, why? What are we hiding? No webcast. I understand that was at the request of the consultant, but why would we enter into a contract that didn't allow webcasting when the Board is committed to it. What are we hiding? No senior staff other than Gerry Eick. Why? What are we hiding? The answer is, nothing, but the perception is different. The Board talks about increasing transparency, but the **PERCEPTION** is the opposite. They talk about collaboration, but it is a feeble attempt at best when input is selective.

Collaborate with the community? What is our role? When we engage with the community, we help to create a sustainable economic environment. At one time, we had a reciprocal agreement with SNC and AmeriCorps volunteers. As we proceed with the Diamond Peak Master Plan, it is incumbent upon us to recognize the indirect and direct role that IVGID plays in attracting residents and vacationers to our local businesses. Collaborating with the ICBA, local non-profits, and service organizations is important, in not only getting information out to a variety of people, but sharing the needs of the community as a whole.

When we don't evoke **TRUST**, as in any relationship, we put staff and employees on the defensive. It was suggested we undergo a forensic audit. "We need to get our fiscal house in order." It has been said that staff are overpaid, and may not be 'sitting on the right seat on the bus'. All staff are well within the boundaries of comparable pay for similar work. They have been hired and placed by our HR director with input from several sources. I believe all staff are well placed and suited for their respective jobs. What we are seeing, is our great employees leaving for higher paying jobs with less turmoil. Why? Where is the support? It sure isn't coming from the Board. Our newly hired General Manager doesn't appear to have anyone's back. When we don't trust, we are saying they are not trustworthy. They are perceived as fabricating numbers, engaged in fraudulent activities. Raising the verifiable limit on what bills the Board needs to okay from \$10,000 to \$50,000 is seen as creating greater efficiencies at all levels. When we say everything needs to be validated at a lower level, we are saying we don't trust staff. We are saying that we are not being transparent. That perception is the cloud that lingers over the community who stereotypically does not trust government. We are one of the most solvent communities in Nevada. We should be proud of that and be speaking about it far and wide. Why does IVGID have such a fantastic and terrific reputation outside of our community, but inside our community we talk negatively about our Staff, venues and Board. We need to immediately change this double speak.

When we are asked to delve deeper into the books looking for the misuse of funds, to micromanage employees and second guess the general manager's decisions , we are not trusting those individuals with whom we have delegated certain responsibilities. Consequently, they are constantly looking over their shoulders. When not being appreciated or acknowledged for their contributions, their morale sinks. The word **RESPECT**, is just smoke. Our Staff, from the top to the bottom, have been admonished, berated, second guessed by the board, by the vocal minority, the misinformed while doing jobs they are seldom, if ever, thanked for.

Conflict is inherent in almost every job environment. How we resolve those conflicts sets us apart from those who succeed and those who fail. Giving up 'your story' to move forward toward a mutually beneficial goal is a must. When being stubborn, I ask you, what is at risk? What are you afraid of? Judgement? Being perceived as weak or ineffective? Strength of character is the willingness to be vulnerable. Working toward consensus through compromise is effective governance. That's how things get done.

COMMUNICATION has been at the forefront of district discussion for years. How do we improve this necessary, sometimes lacking commodity? We have invested time and money in almost every form of communication there is. What works varies from time to time. We have found that even leading our community to the pond of information, they still seldom drink. Every informed member of the community, Board, Staff, and employee base is an ambassador. Our task, as a whole, is to inform the misinformed, and to encourage engagement at whatever level persons are interested.

As this new Board moves forward I ask them to look at the **PERCEPTION** people have of their current activities; hiring an assistant general manager, hiring a person specific to the board under the board secretary. **TRUST** It is such strong word and leaves a great vacuum when it is missing. What are you saying about current staff when you attempt to go down this path? **Succession Planning** What has not worked in the past? What do we need to do to prepare for the inevitable? Rather than hiring, we need to be inspiring, supportive, clear and concise. We also need to consider the wants and needs of ALL our community, not a select few.

Bruce Simonian is a former trustee and a 36 year resident.

To: Chairman Smith, Trustees Hammerel, Devine, Wong, Callicrate

From: Judith Miller

Date: February 25, 2015

Subject: Transparency

Check runs

Although initially it sounded like improved transparency by posting checks online, in reality, these reports are less transparent than our former bill pay reports because now we are not given any information on what the payment is for. Formerly the report included the reason for the expense and which fund(s) incurred the expense. Without that information, the check run report is useless and will likely result in more staff time spent on answering questions prompted by the lack of information. Apparently IVGID pays some bills with automatic transfers or means other than checks. These should be included on the online report. Additionally, we need a report that includes credit card purchases. It's my understanding that a great many IVGID employees have credit cards. I don't necessarily want to see all credit card purchases, but maybe the ones over a certain dollar amount or those accounts with higher credit limits should appear. Please ask staff to improve these reports if you truly want to promote transparency.

Venue reports

I also like the idea of venue reports online, but staff should always give an honest assessment of venue operations. Truth is more important than showing a huge profit. Brad Wilson comments in his report that Ski is a million dollars ahead of last year. What he doesn't mention is that this January's numbers include over half a million dollars of rec fee subsidies as operating revenue, which was not reported as revenue last year. Maybe he just didn't notice it, but this is the very kind of remark that makes the public distrustful of IVGID. We've had way too much of this kind of spin lately.

During the Diamond Peak Master Plan Steering Committee meeting, Mr. Eick confirmed the fact that Diamond Peak's financials don't include costs for HR, Accounting or Central IT. So when these major costs are factored in, it's apparent Diamond Peak's revenues seldom even cover operating costs. Mr. Pinkerton suggests, in his recent Bonanza column, that some costs are much higher because IVGID is government, so we should compensate by leaving off a half million dollars or more worth of central services costs when comparing IVGID venues to private ones. If we include central services costs as an expense (it is a legitimate expense) and take off the rec fee subsidy (it's not a legitimate operating revenue), we'd likely see that Diamond Peak is in the hole again, not generating a profit.

If our financial reports actually included all these costs, maybe the Board would determine it would be better to privatize our venues. Unless we get much more detailed financial reports that include all the expenses of each venue, we'll never be able to compare them to their private counterparts, nor will we ever really know how much these venues are costing the taxpayers/fee payers of the District. Our current financials are not just confusing, they are misleading.

More complete reports on Diamond Peak's and the other venues' financial condition are essential. Without them how can the Board make informed, intelligent decisions on any of the matters that come

before them? Now perhaps some will begin to realize that the Board needs to do more than just set policy. You need meaningful financial reports so you can draft policies and strategic plans that make sense.

Respectfully submitted,

Judith Miller

Herron, Susan

From: mikeabel@pacbell.net
Sent: Wednesday, February 25, 2015 11:06 AM
To: Herron, Susan
Subject: Board agenda

I would like to board to not change their policy in public comment. Thank you. Please include my comment in the public record.

Sent from my iPhone

Herron, Susan

From: s4s@ix.netcom.com
Sent: Wednesday, February 25, 2015 8:48 AM
To: Smith, Jim
Cc: Hammerel, Jim; Devine, Bill; Callicrate Tim; kendrawong@gmail.com; Herron, Susan; Pinkerton, Steve J.; Pinkerton, Steve J.
Subject: Tonight's Agenda Item J(1) - Revisions to Policy 3.1.0 to Eliminate Public Comment Before Taking Board Action on Any General Business Item in Addition to Once at the Beginning and End of a Public Meeting

Dear Chairperson Smith and Other Honorable Members of the IVGID Board:

I write to you concerning the above-matter on tonight's Board meeting agenda.

Some of you may not recall but former Chairperson Joe Wolfe attempted to force this same matter down the immediate past Board's collective throat at its regular meeting of June 26, 2013 (Agenda Item G3). At that time there was an outpouring of public opposition and as a result, it refused to adopt these changes. If any of you don't believe me, why don't you ask Susan to provide you with Mr. Wolfe's June 14, 2013 Memorandum in support of this former agenda item, as well as the minutes of that meeting which were approved at the Board's July 31, 2013 meeting.

So now the same matter is before a different Board. Mr. Menchetti would tell you this is called "forum shopping." In other words, if some on the Board or staff have an agenda and can't get it approved by the then Board, keep bringing it back again and again until you have a different Board which you can convince to vote otherwise.

For all the reasons the immediate past Board rejected this attempt to stifle public comment (which is exactly what it is), I ask the current Board to do the same insofar as this portion of the proposed Policy 3.1.0 amendment is concerned. As I've said many times before, the problem's NOT that I and others submit public comment on most general business matters. The problem is staff and the Board itself. Because most general business matters involve the wasteful expenditure of our Rec Fee (in fact, former Trustee Chuck Weinberger has commented at several public meetings that essentially everything the Board does involves the expenditure of local property owners' Rec Fee subsidy), most public comment involves criticism of staff's and the Board's overspending. So if the Board wants to eliminate the criticism, the solution is simple: STOP OVER SPENDING AND WASTING THE REC FEE MANY OF US OBJECT TO INVOLUNTARILY PAYING (what Trustees Smith and Hammerel represented they would do if elected).

Let me remind the Board that two years ago the former Board went through the comprehensive exercise of directing staff to come back with budgets which comported with Board members' views as to how the public's recreational facilities should perform financially. In no uncertain terms the Board almost unanimously instructed staff that but for parks and possibly the Rec Center, every other one of our recreational facilities should financially operate either at a break even or on a positive cash flow basis INCLUDING ALL EXPENSES SPECIFICALLY INCLUDING DEBT SERVICE AND CAPITAL IMPROVEMENTS/PERSONAL PROPERTY REPLACEMENTS. And how did staff respond to the former Board's "policy" direction?

They basically snubbed their collective noses at the Board, refused to make substantive modifications to its wasteful spending and presented budgets which continued to require nearly \$7M of yearly Rec Fee subsidies to cover the difference between recreational revenues and expenditures system wide. And rather than holding staff's collective feet to the fire, when it came to passing budgets, our past Board retreated from its financial directive to staff and "rubber stamped" the yearly loss. Had the past Board even attempted to do what it directed staff to do, I and others would have praised it for at least trying. And this Board wonders why I and others are critical?

If the Board wants to eliminate public criticism all it need do is stick to its past directive guns and compel staff to operate each of the public's recreational facilities on a break even or positive cash flow basis INCLUDING ALL EXPENSES INCLUDING DEBT SERVICE AND CAPITAL IMPROVEMENTS/PERSONAL PROPERTY REPLACEMENTS. It's that simple. If that means eliminating secret bonuses, then so be it. If that means reducing the Rec Fee when bond servicing costs which have been included are no longer necessary because those bonds have been retired, then so be it. If that means eliminating wasteful staff positions like Director of Parks and Recreation, then so be it. If that means closing Diamond Peak when the operational costs to keep it open exceed the revenues it can generate, then so be it. If that means eliminating our marketing department because our recreational facilities are and should be for local property owners' rather than the world's tourists' use, then so be it. It's that simple!

Thank you for your consideration. Please do the right thing! Aaron Katz

To: Chairman Smith, Trustees Hammerel, Devine, Wong, Callicrate

From: Judith Miller

Date: February 23, 2015

Changes to Policy 3.1.0

0.8 Agenda.

I think this paragraph needs a little work. In the second sentence it says the chairman "shall" put an item on the agenda when a Trustee requests. The next sentence says the General Manager "will" put an item on for "consideration" when 3 trustees request. Why would Trustees go to the GM when it only takes one of them to ask the Chairman to put an item on the agenda? What are you trying to say? This doesn't make any sense.

0.10 Public Participation

Now let's take a look at 0.10. I hope the Board will not support this change as written.

Does this encourage public participation?

Maybe it's just the "clunky" wording chosen; I realize it still gives the Board discretion to allow public comment on individual items, but that should be the norm, not the exception. Take a look at Carson City's wording*. It gives very specific reasons why the Board may not wish to allow public comment and has the right to curtail it. But here the proposed wording sends a very negative message. It doesn't encourage public comment like the wording in both Carson City and the County does. Instead it sounds like allowing public comment will be the exception, not the norm. If that is your intent, then I guess this wording will work just fine.

That has not been the tradition here in Incline and I think it is not going to be well received. I've been to other public meetings in this County and elsewhere, and believe me, your critics are mild-mannered by comparison. And contrary to the claim that it is a common practice to have just 2 public comments periods, Washoe County calls for public comment at all general business items **. Carson City , even though it reserves the right to limit comment, emphasizes that it encourages public comment at each item for possible action and in practice does call for comment on every nearly action item on the agenda.

* Although it lists just 2 public comment periods on the agenda, Carson City includes the following language as a footnote to public comment:

"...In addition, it is the Carson City's aspirational goal to also provide for item-specific public comment as follows: In order for members of the public to participate in the public body's consideration of an agenda item, the public is strongly encouraged to comment on an agenda item when called for by the mayor/chair during the item itself. No action may be taken on a matter raised under public comment unless the item has been specifically included on the agenda as an item upon which action may be taken. The Mayor, Mayor Pro-Tem and Chair, also retain discretion to only provide for the Open Meeting Law's minimum public comment and not call for or allow additional individual-item public comment at the time of the body's consideration of the item when: 1) it is deemed necessary by the mayor/chair to the orderly conduct of the meeting; 2) it involves an off-site non-action facility tour agenda item; or 3) it involves any

person's or entity's due process appeal or hearing rights provided by statute or the Carson City Municipal Code."

**

Time Limits. Public comments are welcomed during the Public Comment periods for all matters, whether listed on the agenda or not, and are limited to three minutes per person. Additionally, public comment of three minutes per person will be heard during individual action items on the agenda. Persons are invited to submit comments in writing on the agenda items and/or attend and make comment on that item at the Commission meeting. Persons may not allocate unused time to other speakers.

Forum Restrictions and Orderly Conduct of Business. The Board of County Commissioners conducts the business of Washoe County and its citizens during its meetings. The presiding officer may order the removal of any person whose statement or other conduct disrupts the orderly, efficient or safe conduct of the meeting. Warnings against disruptive comments or behavior may or may not be given prior to removal. The viewpoint of a speaker will not be restricted, but reasonable restrictions may be imposed upon the time, place and manner of speech. Irrelevant and unduly repetitious statements and personal attacks which antagonize or incite others are examples of speech that may be reasonably limited.

Responses to Public Comments. The County Commission can deliberate or take action only if a matter has been listed on an agenda properly posted prior to the meeting. During the public comment period, speakers may address matters listed or not listed on the published agenda. The Open Meeting Law does not expressly prohibit responses to public comments by the Commission. However, responses from Commissioners to unlisted public comment topics could become deliberation on a matter without notice to the public. On the advice of legal counsel and to ensure the public has notice of all matters the Commission will consider, Commissioners may choose not to respond to public comments, except to correct factual inaccuracies, ask for County staff action or to ask that a matter be listed on a future agenda. The Commission may do this either during the public comment item or during the following item: "*Commissioners'/Manager's Announcements, Requests for Information, Topics for Future Agendas and Statements Relating to Items Not on the Agenda".

Does this change better communications?

How can a Board Chair (and other Trustees) who espouse better communication be promoting the changes to policy that call for only 2 periods of public comments? First you decreased the number of Board meetings to one a month, and now you're proposing to limit comments at that single meeting? How does that equate to improving communications?

Does this change restore civility?

I hear remarks that people have shouted at the Board and/or made personal attacks; I've attended many Board meetings and there is often sharp criticism of Board or staff actions, but these are not personal attacks. Unfortunately, some people mistakenly construe criticisms of the Board and staff in the performance of their duties as public officers and employees as personal attacks. Board meetings are an appropriate forum to let the public know when the Board or staff may have committed acts in the performance of their public duties that violate the public trust. It may be uncomfortable to listen to these comments, but elected officials and public employees must realize they are subject to public scrutiny. Now that meetings are recorded on video, it shouldn't be at all difficult to prove that someone acted inappropriately or made comments that are truly personal attacks. We could adopt language similar to Washoe County that specifically prohibits such behavior.

As for shouting, I do remember one meeting where a former Board Chair made an ill-advised mandate to limit public comment to 10 individuals for a particular item. Members of the audience started shouting at one of the chosen 10 to sit down because they thought they had more right to speak. We already have rules in place to control the manner of speech (shouting) as well as the amount of time. Why weren't they followed?

If there is a lack of civility at meetings, the best place to start is with the Board. I think the current Board has the ability to set the tone for these meetings and actually has already had some success. Even though the special meeting last week was embarrassing for the Board, it was not lacking in civility. I think one of the reasons for this is this Board, unlike past Boards, has expressed a willingness to admit their mistakes, thus diffusing what could have been a very explosive situation.

Shorten meeting times?

The other reason being offered for changing our meeting rules is that the meetings were too long. A few times a year we have extremely controversial items where dozens of citizens want to speak, but even then, the longest meeting I recall lasted about 5 hours, but compared to other local governments, I think the meetings are relatively short. I hate to admit it, but I'm usually ready to go to sleep by 9 or so. I go to most Board meetings, and they've hardly ever kept me up past my bed time. The Board already has the ability to announce new rules at the beginning of the meeting, so if they anticipate lengthy public comment periods, they could shorten the time for a specific item (please don't repeat the mistake of trying to limit the number of speakers).

Also, you've already made changes that will shorten the meetings by posting reports and check runs online (however, I have a separate comment on these reports).

Conclusion: The proposed change has nothing to do with civility, or shortening meetings. It certainly does not serve to improve communications. One of the mandates of the open meeting law is that you don't limit public comment based on content. In my opinion, this proposed change is really about stifling public comment.

0.16 Advisory Committees

I'm somewhat disappointed to see any mention of advisory committees disappear. It does give at least some guidelines on how an advisory committee should be formed, should you ever decide to form one. As you know, I am in favor of having these types of committees, rather than staff committees, when they deal with issues that will ultimately be decided by the Board.

You are a completely different Board from the one in place a little over four years ago. I am encouraged by steps you have already taken in an attempt to improve transparency and your willingness to admit mistakes. If any of you have reasons for supporting the changes that you have not shared with me or with the public, I would welcome a reply or further discussion at the Board meeting on Wednesday. Please spend a little more time on these changes and enforce the rules you already have in place.

Respectfully submitted,

Judith Miller

Herron, Susan

From: jhammerel@gmail.com on behalf of Jim Hammerel - IVGID [hammerel_trustee@ivgid.org]
Sent: Thursday, February 19, 2015 2:15 PM
To: Herron, Susan
Subject: Fwd: Incline Lake Restoration

Correspondence received.

----- Forwarded message -----

From: "Neal Fincher" <nfincher@snphomes.com>
Date: Feb 19, 2015 2:12 PM
Subject: Incline Lake Restoration
To: <hammerel_trustee@ivgid.org>, <jsmithivgidtrustee@gmail.com>, <jimdevine01@gmail.com>, <Wong_trustee@ivgid.org>, <Callicrate_trustee@ivgid.org>
Cc:

IVGID Board,

I am writing to ask for your support in getting Incline Lake restored and the dam rebuilt so that our community can have a nice, small mountain lake for recreational purposes and to reduce the number of conflicts between humans and bears in Incline Village. The Incline Lake property was purchased with funds provided by the U.S. Forest Service and a contribution of \$5 million from IVGID. The agreement with the forest service was that the Lake would be drained in 2009, the dam would be reinforced or rebuilt and Incline Lake would be restored to its previous grandeur. Unfortunately, the forest service has reneged on this agreement and they have unilaterally decided to completely remove the dam and spillway gates, re-contour the land and turn what was a beautiful mountain lake into a marsh. While Incline Lake was man-made and not a natural Lake, the reality is that it was there for several decades and provided excellent habitat for bears and other native wildlife. Since the Lake was drained in 2009 conflicts between humans and bears have skyrocketed in Incline Village. Without the lake and the higher water table in that area, bears and other wildlife have to travel in search of food. They can't go north because they will quickly be above tree line where this is no food and they can't go east because that takes them into the desert. The only directions in which they can search for food are to the South and West which brings them into our community. The need to restore Incline Lake is twofold; first of all it will help to dramatically reduce conflicts between humans and bears because the wildlife will return to their former habitat and there will be plenty of natural forage for them to enjoy. Restoring the Lake will also provide recreational opportunities such as fishing, swimming, boating, ice-skating and it will be a pleasant spot for people to enjoy when hiking or picnicking. There is already \$5.5 million of Southern Nevada Land Purchase Management Act Funds sitting in an account with the U.S. Forest Service earmarked for the restoration and/or rebuilding of the dam. It will take about another \$3 million to remove the existing dam and rebuild a safe and secure dam. The federal government spends money every year building and reinforcing dams all over America. \$3 million is a very small amount of money in relative terms when it comes to rebuilding the dam in a safe and effective manner.

Sincerely,
Neal Fincher



Herron, Susan

From: jhammerel@gmail.com on behalf of Jim Hammerel - IVGID [hammerel_trustee@ivgid.org]
Sent: Wednesday, February 18, 2015 6:49 PM
To: Herron, Susan
Subject: Fwd: Incline Lake property

Correspondence received.

----- Forwarded message -----

From: "Margaret Martini" <margaretmartini@liveintahoe.com>
Date: Feb 18, 2015 5:12 PM
Subject: Incline Lake property
To: "tim callicrate" <tim2tahoe@msn.com>, <jimhammerel@ivgid.org>, "Jim Smith" <jsmithivgidtrustee@gmail.com>, "Kendra Wong" <kwong.ivgid@gmail.com>, <billdevine@ivgid.org>
Cc:

Members of the Board of Directors of IVGID,

IVGID purchased 5 acres adjacent to USFS land which at the time of purchase included a small alpine lake on the USFS parcel. Part of the purchase negotiations between all parties was that the USFS would re-build/ reinforce and restore the lake known as Incline Lake. This restoration is being funded by an in place account in the amount of \$ 5.5 M exclusive to the Incline Lake restoration.

The estimated balance for complete restoration is about \$ 3M. This amount is very small in the big picture of US govt funds being spent for dam and other water shed restoration and re-building. It would not be an impossible feat to apply for that small amount to rebuild the dam at Incline Lake since the bulk of the funds needed are already in place.

IVGID has a big stake in this process of restoration/re-building as they have spent \$ 5M to purchase the 5 acre parcel for multi-use recreation and with the knowledge that the USFS was to restore-rebuild the dam/lake.

The Nevada Department of Wildlife has strongly stated that their department would be supportive of restoring the lake for the purpose of fish and wildlife habitat and recreational purposes. They would be supportive of using their resources to make this happen.

The USFS has many many small alpine lakes that they absolutely do not spend money to maintain. A restored Incline Lake should be one of those lakes.

As the representatives of the citizens of Incline Village, I would ask you to please support NDOW's efforts and contact the USFS to insist that they live up to their statements made at the initial purchase of this property. It is my recollection that IVGID's purchase of the 5 acres was based on the recreational structure of the property.

Also, a benefit to IVGID would be by restoring the Incline Lake wildlife habitat, the bears would remain in the mountains and not in the IVGID trash containers. Don Kanare has provided you with the actual stats of the bear issues in Incline Village since Incline Lake was drained.

Please protect the \$ 5M investment for recreational purposes.

Thank you,

Margaret Martini

Margaret Martini

Incline Village Sales Company

948 Tahoe Blvd.

Incline Village, NV 89451

775-831-3333

Cell: 775-722-4152

margaretmartini@liveintahoe.com

inclinevillagetahoe.com

Herron, Susan

From: jhammerel@gmail.com on behalf of Jim Hammerel - IVGID [hammerel_trustee@ivgid.org]
Sent: Wednesday, February 18, 2015 6:49 PM
To: Herron, Susan
Subject: Fwd: Restoration of Incline Lake

Correspondence received.

----- Forwarded message -----

From: "Ken Cash" <Ken.Cash@cbselectre.com>
Date: Feb 18, 2015 3:45 PM
Subject: Restoration of Incline Lake
To: "hammerel_trustee@ivgid.org" <hammerel_trustee@ivgid.org>, "jsmithivgidtrustee@gmail.com" <jsmithivgidtrustee@gmail.com>, "jimdevine01@gmail.com" <jimdevine01@gmail.com>, "Wong_trustee@ivgid.org" <Wong_trustee@ivgid.org>, "Callicrate_trustee@ivgid.org" <Callicrate_trustee@ivgid.org>
Cc:

Dear Lady and Gentlemen;

I write today to ask for your support in to restore Incline Lake and rebuild the dam so that our community and the wildlife can have a nice small mountain lake for recreation and the health of our wildlife. As you know I am sure, Incline Lake property was purchased with funds provided by the US Forest Service and a contribution of \$5M of our IVGID funds. The agreement with the forest service as I and others understand it, was the lake would be drained in 2009, the dam reinforced or rebuilt and Incline Lake restored to its previous grandeur.

Unfortunately, the forest service has reneged on the agreement and have unilaterally decided to completely remove the dam and spillway gates, re-contour the land and turn what was a beautiful mountain lake into a marsh of some type. While the lake was man-made as opposed to a lake of mother nature, the reality is that it was there for decades and provided excellent habitat for bears, deer and other native wildlife.

Since the lake was drained in 2009, conflicts between humans and bears in particular have skyrocketed in and around Incline Village. Without the lake and the higher water source in that area, bears and other wildlife have been traveling into Incline in search of food. The animals cannot go north as it quickly becomes above the tree line where there is no food. The animals cannot go east as that takes them into communities in the lower elevations and the high desert with little or no food. That only leaves them with food sources to the south and west, which brings them into our community.

The need to restore Incline Lake is twofold; first it will dramatically reduce conflicts between humans and wildlife as the animals will return to their natural and former habitat. Restoring the lake will provide

recreational opportunities for fishing, swimming, boating, ice-skating not to mention a place for people to enjoy hiking or picnicking as there are wonderful wild flowers in the spring and summer.

There is \$5.5M Southern Nevada Land Purchase Management Act Funds are sitting in an account with the US Forest service earmarked for the restoration and/or rebuilding of the dam. It will take approximately another \$3M to remove the existing dam and rebuild to make it a safe and secure dam and lake. You know as I do, the federal government spends billions of dollars every year building and reinforcing dams all over America. \$3M is a small amount relative to rebuilding this important resource which is a part of our community. One day, IVGID will build the cross-country venue there and this will be an important asset to everyone who will come to use, not to be forgotten the use of and enjoyment of the other seasons at this important lake.

I hope you will look into this issue, take a position of full support and help our community add another reason to own property here, draw visitors here while being good stewards of the flora and fauna.

Respectfully, Ken

Ken Cash, CRS

KenCash@TahoeLiving.com

www.TahoeLiving.com

775.833.6448 Direct

775.737.7748 E-Fax

Coldwell Banker Select Real Estate at lake Tahoe

California & Nevada Associate Broker

899 Tahoe Blvd

Incline Village, Nevada

BRE 01139667CA DRE 28254NV

February 17, 2015 Board Retreat Hyatt Lakeside Room Second Public Comment Session (3 minutes)

Summary: The fact that the board members could find only 3 or 4 items of strength for the district and 2 pages of itemized weaknesses tells me that the Board's philosophical leanings are that the district's weaknesses outweigh their strengths. That staff was not considered a Strength when we have so many highly trained and qualified professionals employed also tells me the Board does not seem to have faith or trust in the current staff. The goal of the day was to go through SWOT (Strengths, Weaknesses, Opportunities and Threats) training with the hired facilitators. The only two areas addressed were Strengths and Weaknesses. The facilitating team allowed the Board to wander and get into tangential issues which ate up time thereby preventing the day's goal to be achieved. If Board members thought the day's work would give them a better understanding of each other, I don't think that was a successful outcome. Activities were not designed to get them there. It was extremely frustrating for residents to sit for 8 hours and then have 3 minutes for public comment. Hence, the need for this written statement.

Recommendations for the Future:

Meeting Places: There are any number of suitable places to meet including:

Incline Village Community Hospital Conference Room

IVGID's own Buildings and Grounds meeting room

Chateau

SNC although you've severed a prior working relationship with them at this time ?

Library's Meeting Room

Parasol Center although no longer our partners?

Prep for Future Sessions:

Review Current Policies and Procedures- meeting once a month to conduct business in not in compliance with the current policy

Read the Current Board Handbook

Given the scope of what you state you want to accomplish you need to go back to meeting twice a month . Once a month will never make it. There is too much district business to warrant once a month session.

So, After 8 hours of listening attentively to the day's proceedings, I have prepared some observations (O), concerns (C) and questions (Q) for the Board.

(Q) Why was there no staff present with the exception of Mr. Eick? Why was this session not Webcast so the community could have access to this information? Why weren't there microphones used when the acoustics in the Lakeside room are atrocious?.

(O) If staff had been present there would have been the opportunity to have input from the District's professionals and they in turn would have been involved in the planning for which they will ultimately be held accountable when the plan gets to the implementation stage. Had there been a Webcast, community would have better access to the workings of the Board and thereby be better informed. This oversight contributes to the lack of trust surrounding the Board. For future planning have microphones so you can all be heard when you participate.

(O) FYI--The original MANTRA "One District One Team" was adopted because originally each division wanted individual logos, shirts etc. The mantra was the effort to unify the District's workforce.

RE: Customers:

(Q) How many customers really Bash staff? What are those numbers? How many dissatisfied customers really exist and in what proportion to the total number of customers served?

(Q) Are we responding to the same malcontents?

(O) There are numerous full time residents who are strongly opposed to creating opportunities for "MORE" visitors

(O) FYI--A large number of residents are retirees; There are 2 categories—active seniors who participate in many District venues and super seniors who move away or become part timers after age 75.

(C) The individual board members are not on the same page as to who we need to serve in this community, which should be agreed upon before we look to be the BEST.

RE: Venues:

Beaches: Since the priority was designated to be Beaches-Incline Beach specifically—

(O), FYI- there is an improvement plan in place on the 5 and 10 year capital improvements plan for improving beach facilities particularly the building at Incline Beach.

(O) If you look to increase beach use with more visitors you can expect tremendous push back by the community who is already distressed by the numbers at the beaches now.

(C) There does not seem to be a concerted effort being made to involve the community in your personal wants for the district. What you want may not be what the community at large wants.

(Q) Will the Board hold a unified strong position when the cost issues for improving Incline Beach arise?

RE: Services/Venues:

REC CENTER: The Board members' take on the recreation center seems to be that it is all things to all people at the present time. That it is overused and overcrowded.

(O) FYI— The original plan called for a much larger facility. Plans for that are available at Public Works.

(Q) How crowded is the Recreation Center on off hours as opposed to morning hours? What are those figures? You mention the size of Truckee's after school program, just remember the difference in population Truckee and IV/CB. It's comparing apples and oranges.

(Q) The Rec Director was just fired, How can you look to focus on redesign without there being a leader? How sensible is that?

(O) Your personal vision for the dream site may not coincide with the community's. You were elected to represent the voters, not to implement your particular dream.

(O) Don't sell this community short; they will be very direct about their wants and don't wants.

(O) Utilities is a area governed by legal requirements for compliance, whereas Recreation is a much more personalized area of service. You cannot compare the two.

(O), FYI: If you are using the Hyatt as your training model, please note the Hyatt has had 5 General Managers over the last 20 years. What does that tell you?

CHATEAU:

(O), No focus or mention was made about the utilization of one of the most valuable venues in the district

BRANDING IV/CB: Currently, the community can't decide what it is... A resort town, a vacation destination, a mountain residential community, a vacation playground?

(Q) What is "Your Tahoe Place"? How much do we invest"? To what end?

*Submitted by:
Bea Epstein* 669

DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				APRIL 2015	
03/20/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
03/24/2015	Tuesday			Board Retreat Packet is made available	Distribution will be no later than 5 p.m.
03/27/2015	Friday	12 noon		Budget Workshop Materials Due	
03/31/2015	Tuesday			Budget Workshop Packet is made available	Distribution will be no later than 5 p.m.
04/02/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	2015-2016 District Budget Items
04/03/2015	Friday	8:30 a.m. to 3 p.m.	Start at Admin	Capital Projects Tour	Lead by Engineering Manager Brad Johnson
04/09/2015	Thursday	1 to 4 p.m.	Chateau	Budget Workshop	2015-2016 District Budget Items
04/13/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
04/17/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
04/20/2015	Monday			Regular Monthly Board Packet is made available	Distribution will be no later than 5 p.m.
04/29/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
04/29/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	Public Hearing on Ord. 2 and 4 including Utility Rates Ord. 2 and 4 including Utility Rates (GB) Award 2015 Watermain Contract (GB) Award Engineering Services Contract to Farr West Engineering for Wastewater Treatment Plant Improvements (CC) Award Design Contract for the Diamond Peak Culvert (CC) Award of Fiber Ethernet Installation Contract (GB) Purchase of Food and Beverage Point-of-Sale System (GB)

670

* = 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
				MAY 2015	
04/28/2015	Tuesday			Board Retreat Materials due to IVGID Staff Board Retreat Packet is made available	Distribution will be no later than 5 p.m.
05/05/2015	Tuesday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
05/07/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
05/08/2015	Friday	12 noon		Budget Approval Packet and Regular Monthly Meeting Board Materials are due	
05/12/2015	Tuesday			Budget Approval Packet and Regular Monthly Board Meeting Packet are made available	Distribution will be no later than 5 p.m.
05/21/2015	Thursday	9 a.m.	Chateau	Budget Approval Meeting (required by NRS) and Regular Monthly Board Meeting	2015-2016 District Budget
05/18/2015	Tuesday			Board Packet is made available	Distribution will be no later than 5 p.m.
05/27/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	Cancelled at the request of the Board of Trustees on 1/15/2014
05/27/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	Cancelled at the request of the Board of Trustees on 1/15/2014

671

* = 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
				JUNE 2015	
05/22/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
05/26/2015	Tuesday			Board Retreat Packet is made available	Distribution will be no later than 5 p.m.
06/04/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
06/08/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
06/12/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
06/15/2015	Monday			Board Packet is made available	Distribution will be no later than 5 p.m.
06/24/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
06/24/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	
				Quarterly Community Workshop	Topic(s):

672

* = 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
				JULY 2015	
06/26/2015	Friday			Board Retreat Materials due to IVGID Staff	
06/30/2015	Tuesday			Board Retreat Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
07/09/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
07/13/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
07/17/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
07/20/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
07/29/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
07/29/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	

673

* = 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
				AUGUST 2015	
07/24/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
07/28/2015	Tuesday			Board Retreat Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
08/06/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
08/10/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
08/14/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
08/17/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
08/26/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
08/26/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	

674

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DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				SEPTEMBER 2015	
08/21/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
08/25/2015	Tuesday			Board Retreat Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
09/03/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
09/14/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
09/18/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
09/21/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
09/30/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
09/30/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	
				Quarterly Community Workshop	Topic:

675

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DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				OCTOBER 2015	
09/18/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
09/22/2015	Tuesday			Board Retreat Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
10/01/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
10/12/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
10/16/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
10/19/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
10/28/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
10/28/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	

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DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				NOVEMBER 2015	
10/23/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
10/27/2015	Tuesday			Board Retreat Packet is made available	
11/02/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
11/05/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
11/06/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
11/09/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
11/18/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
11/18/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	

677

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LONG RANGE DRAFT CALENDAR

Wednesday, March 18, 2015

DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				APRIL 2015	
03/20/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
03/24/2015	Tuesday			Board Retreat Packet is made available	Distribution will be no later than 5 p.m.
03/27/2015	Friday	12 noon		Budget Workshop Materials Due	
03/31/2015	Tuesday			Budget Workshop Packet is made available	Distribution will be no later than 5 p.m.
04/02/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	2015-2016 District Budget Items
04/03/2015	Friday	8:30 a.m. to 3 p.m.	Start at Admin	Capital Projects Tour	Lead by Engineering Manager Brad Johnson
04/09/2015	Thursday	1 to 4 p.m.	Chateau	Budget Workshop	2015-2016 District Budget Items
04/13/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
04/17/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
04/20/2015	Monday			Regular Monthly Board Packet is made available	Distribution will be no later than 5 p.m.
04/29/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
04/29/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	Public Hearing on Ord. 2 and 4 including Utility Rates Ord. 2 and 4 including Utility Rates (GB) Award 2015 Watermain Contract (GB) Award Engineering Services Contract to Farr West Engineering for Wastewater Treatment Plant Improvements (CC) Award Design Contract for the Diamond Peak Culvert (CC) Award of Fiber Ethernet Installation Contract (GB) Purchase of Food and Beverage Point-of-Sale System (GB)

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DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				MAY 2015	
				Board Retreat Materials due to IVGID Staff	
04/28/2015	Tuesday			Board Retreat Packet is made available	Distribution will be no later than 5 p.m.
05/05/2015	Tuesday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
05/07/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
05/08/2015	Friday	12 noon		Budget Approval Packet and Regular Monthly Meeting Board Materials are due	
05/12/2015	Tuesday			Budget Approval Packet and Regular Monthly Board Meeting Packet are made available	Distribution will be no later than 5 p.m.
05/21/2015	Thursday	9 a.m.	Chateau	Budget Approval Meeting (required by NRS) and Regular Monthly Board Meeting	2015-2016 District Budget
05/18/2015	Tuesday			Board Packet is made available	Distribution will be no later than 5 p.m.
05/27/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	Cancelled at the request of the Board of Trustees on 1/15/2014
05/27/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	Cancelled at the request of the Board of Trustees on 1/15/2014

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DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				JUNE 2015	
05/22/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
05/26/2015	Tuesday			Board Retreat Packet is made available	Distribution will be no later than 5 p.m.
06/04/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
06/08/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
06/12/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
06/15/2015	Monday			Board Packet is made available	Distribution will be no later than 5 p.m.
06/24/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
06/24/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	
				Quarterly Community Workshop	Topic(s):

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DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				JULY 2015	
06/26/2015	Friday			Board Retreat Materials due to IVGID Staff	
06/30/2015	Tuesday			Board Retreat Packet is made available	Distribution will be no later than 5 p.m.
07/09/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
07/13/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
07/17/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
07/20/2015	Monday			Board Packet is made available	Distribution will be no later than 5 p.m.
07/29/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
07/29/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	

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(R) = Report Item

DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				AUGUST 2015	
07/24/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
07/28/2015	Tuesday			Board Retreat Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
08/06/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
08/10/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
08/14/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
08/17/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
08/26/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
08/26/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	

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DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				SEPTEMBER 2015	
08/21/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
08/25/2015	Tuesday			Board Retreat Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
09/03/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
09/14/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
09/18/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
09/21/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
09/30/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
09/30/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	
				Quarterly Community Workshop	Topic:

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DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				OCTOBER 2015	
09/18/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
09/22/2015	Tuesday			Board Retreat Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
10/01/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
10/12/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
10/16/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
10/19/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
10/28/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
10/28/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	

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LONG RANGE DRAFT CALENDAR

Wednesday, March 18, 2015

DATE	DAY OF THE WEEK	TIME	LOCATION	MEETING	ITEMS SLATED FOR CONSIDERATION
				NOVEMBER 2015	
10/23/2015	Friday	12 noon		Board Retreat Materials due to IVGID Staff	
10/27/2015	Tuesday			Board Retreat Packet is made available	
11/02/2015	Monday	8 a.m.		Reminder e-mail to Trustees/Counsel about agenda items	
11/05/2015	Thursday	2 to 4 p.m.	Chateau	Board Retreat	
11/06/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
11/09/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
11/18/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
11/18/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	

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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			Board Retreat Packet is 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	
12/04/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
12/07/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
12/16/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
12/16/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	
				Quarterly Community Workshop	Topic:

<i>Items sitting in the parking lot (to be discussed but not yet scheduled for a specific Board meeting)</i>
Personnel Policies Update (CC)
Ordinance 1 (tabled on 1/14/2015)
Administrative Assistant (tabled on 2/13/2015)
Assistant General Manager (tabled on 2/13/2015)
MIG Contract

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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			Board Retreat Packet is 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	
12/04/2015	Friday	12 noon		Regular Monthly Board Meeting Materials due to IVGID Staff	
12/07/2015	Monday			Board Packet is made available	<i>Distribution will be no later than 5 p.m.</i>
12/16/2015	Wednesday	6 to 6:30 p.m.	Chateau	Meet and Greet	
12/16/2015	Wednesday	6:30 p.m.	Chateau	Regular Monthly Board Meeting	
				Quarterly Community Workshop	Topic:

<i>Items sitting in the parking lot (to be discussed but not yet scheduled for a specific Board meeting)</i>
Personnel Policies Update (CC)
Ordinance 1 (tabled on 1/14/2015)
Administrative Assistant (tabled on 2/13/2015)
Assistant General Manager (tabled on 2/13/2015)
MIG Contract

678

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