

MEMORANDUM

TO: Board of Trustees
FROM: Trustee Matthew Dent
SUBJECT: Improved Communication

**STRATEGIC
PLAN REFERENCE(S):** General Manager 2022-23 Goals

DATE: January 11, 2023

I. RECOMMENDATION

It is recommended the Board of Trustees direct the General Manager to produce a weekly written report to the Board of Trustees in the requested format and to copy the Board of Trustees on email communications and include in his written report any verbal communications to legal counsel, external agencies and external vendors/partners.

II. BACKGROUND

During the discussion of the General Manager's performance review in May of 2022, the discussion centered around the desire for improvement of time management and delegation. As such, the GM Goals were drafted and approved by the Board of Trustees at their meeting on September 28th (see attached). Below is an excerpt from the 2022-23 GM Goals:

1. Time Management/Task Delegation: Overall goal is for District General Manager Winquest to improve his time management and task delegation to reduce or avoid missed deadlines, delayed projects, inaccurate reporting, etc. Recommended steps to achieving goal include:

- A. Avoid excessive interruption and distractions that detract from time working on projects.
 - i. Create weekly lists of time-sensitive, deadline-driven projects.
 - ii. Set deadlines to assist with focus and concentration.

In reviewing the Rec Center Expansion project, it was noted that verbal communication between the GM and some Trustees was unclear and

inconsistent. It appeared to also indicate Trustees were not provided the same information in the same timeframe. Instead of the General Manager's time being consumed by verbal updates to each individual Trustee with the risk of being inconsistent, and since the GM Goals already have the GM writing weekly list of time-sensitive, deadline-driven projects, sharing the information with all Trustees, in writing, will assure all are equally informed and done so in a timely and efficient manner.

To be supportive of attaining his goal, the proposed written weekly report is in alignment with this objective. The proposed format of the weekly report is as follows:

General Manager Weekly Report Format

Date:

The identified priorities for the prior week included:

- 1.
- 2.
- 3.

Additional activities that became important:

- 1.
- 2.
- 3.

Any carry forward priorities into the upcoming week:

1. If some priorities not completed, set a date for completion and track in this report
- 2.
- 3.

Items for future Board consideration:

Items for Board information:

As it relates to email and verbal communications, the Board of Trustees are to be copied on emails and updated in the weekly written report for all verbal communications from the GM to legal counsel, external agencies, and external vendors/partners.

III. FINANCIAL IMPACT AND BUDGET

From a budgetary perspective, this approach will stream-line the General Manager's time in keeping Trustees informed and allow him to remain focused on the attainment of his other goals and objectives.

IV. ALTERNATIVES

To continue 'business as usual' which can result in more of the GM's time being spent on verbal updates that have proven to be a concern of consistency, accuracy, and timeliness among all Trustees.

V. COMMENTS

The Board of Trustees desire to work together and provide a supportive structure for the General Manager's success. This approach will build consistency in communication and understanding of the General Managers implementation of the District's priorities.

**District General Manager Indra Winquest
2022-2023 Evaluation Period Goals**

- 1. Time Management/Task Delegation:** Overall goal is for District General Manager Winquest to improve his time management and task delegation to reduce or avoid missed deadlines, delayed projects, inaccurate reporting, etc. Recommended steps to achieving goal include:
 - A.** *Avoid excessive interruption and distractions that detract from time working on projects.*
 - i.** *Create weekly lists of time-sensitive, deadline-driven projects.*
 - ii.** *Set deadlines to assist with focus and concentration.*
 - B.** *Delegate duties to appropriate staff; temper participation in projects or reports to reduce time spent executing in increase time spent guiding the development and accountability of staff.*
 - C.** *Utilizing appropriate members of the Senior Leadership team and their staff to ensure timely completion of Board initiatives and projects. This may include (list is not meant to be all inclusive but rather examples of initiatives and projects):*
 - i.** *Public Works: Oversee and guide to ensure projects are delivered according to budget, plan and policy. Ensure the delivery of the Risk and Resilience Assessments (RRA) and Emergency Response Plans (ERP) for the sanitary sewer system, including the Lakeshore raw sewage holding pond.*
 - ii.** *Administration: Agendas are complete and accurate; timely posting of meeting minutes; materials referenced in Board memorandums (included in the Board packets) are complete and accurate, based on information available at the time of creation; updated long range calendar items; etc. Provide seasonal reports on venue financial performance, employee hiring, retention and satisfaction statistics. Ensure Trustees and Committee Members are assisted, as needed, with fulfilling their roles.*
 - iii.** *Venue Managers: Oversee and guide managers with budget creation, management and execution. Continue to oversee the refinement and implementation of procedures in support of the District Pricing Practice.*
- 2. Internal Controls:** Overall goal is for District General Manager Winquest to continue overseeing the updating, refining, and strengthening District Internal Controls across all venues and operations. Recommended steps to achieving goal include:
 - A.** *Using the District's multi-year strategic plan:*
 - i.** *Identify the annual goals and objectives by venue/operations.*
 - ii.** *Collaborate with the Senior Leadership team to evaluate current processes and controls.*
 - iii.** *Identify deficiencies and oversee process improvements.*
 - iv.** *Identify and recommend, for Board review and possible approval, a consultant to lead the Board of Trustees (in 2023) through a strategic planning process.*
 - B.** *Evaluate updated processes and policies to ensure compliance with District policies, practices, ordinances and resolutions.*
 - i.** *For revised or retired policies, agendize information for Board of Trustee approval as required or appropriate.*

- 3. Contract and Project Management:** Overall goal is for District General Manager Winqest to monitor the progress and budgets of projects and contracts to accomplish the budgeted initiatives and contractual obligations. Continue leveraging consultant recommendations as well as upcoming expanded scope of the audit to include review of contract management. Recommended steps to achieving goal include:
- A. *Ensure all contracts/MOU's are reviewed by the Board of Trustees on an annual/periodic basis.*
 - B. *Embark on the replacement of the Effluent Pipeline project with a defined funding plan through the project's completion.*
 - C. *Embark on the WRRF Pond 1 effluent holding pond alternative implementation.*
 - D. *Provide the Board design and cost alternatives for the building of a new beach house at Incline Beach.*
 - ~~E. Provide the Board of Trustees the following related to the Recreation Center expansion project to include information regarding:
 - ~~i. Implementation plan including the project schedule.~~
 - ~~ii. List of potential programing expansions with pricing and cost information.~~
 - ~~iii. The anticipated budget for on-going operational and capital maintenance costs.~~~~
 - F. *Provide the Board a plan for discussion and further direction for an updated Diamond Peak Master Plan.*
 - G. *Provide the Board an implementation plan and budget for the creation of a new dog park. This should include the anticipated budget for ongoing operational and capital maintenance costs.*
 - H. *Provide the Board with cost estimates and options for improvement of the beach ingress/egress.*
 - I. *Complete projects identified and approved for 2023 in the 5-year CIP/Maintenance plans. Below is a list of the significant projects identified to be completed:*
 - i. *The utility infrastructure master plan with budgetary refinements, as needed.*
 - ii. *Water main replacement – Crystal Peak*
 - iii. *Sewer Pump Station #1 Improvements*
 - iv. *Mountain Cart Path Phase II*
 - v. *Diamond Peak RFID Gantries*
- 4. Implement and evaluate revisions to Ordinance 7:** Overall goal is for District General Manage Winqest to oversee the implementation of revisions approved by the Board of Trustees. Recommended steps to achieving goal include:
- A. *Evaluate and monitor effectiveness of proposed revisions; provide feedback to Board after each season to discuss and determine if further revisions are needed.*
 - B. *Further refine, if necessary, Ordinance 7 and recommend for review and approval by the Board potential procedural changes.*
 - C. *Formulate a recommendation and present to the Board a strategy for punch card provisions.*

5. **Effectively manage the 2021 – 2023 District Strategic Plan:** Overall goal is for District General Manager Winquest to Work with the Senior Leadership team to monitor and review progress of Board approve Strategic Plan initiatives. Recommended steps to achieving goal include:
 - A. Regularly meet with and discuss each staff members' strategic goals and initiatives to evaluate progress.
 - B. Provide guidance and direction to staff to ensure goals and initiatives remain on task for timely completion.
 - C. Provide updates to Board of Trustees on progress of each approved initiatives through the General Manager Report.