

MEMORANDUM

TO: Board of Trustees

FROM: Dee L. Carey
Director of Human Resources

SUBJECT: Review, discuss and possibly take action regarding Incline Village General Improvement District General Manager Steven J. Pinkerton's Employment Agreement. Section 4 – Compensation, Fringe Benefits, and Expense Reimbursement

DATE: June 3, 2017

I. RECOMMENDATION

That the Board of Trustees review, discuss, and possibly take action on the information below regarding General Manager Employment Agreement, Section 4 – Compensation, Fringe Benefits, and Expense Reimbursement.

II. DISTRICT STRATEGIC PLAN

Long Range Principle #3 – Workforce – Attract, maintain and retain a highly qualified, motivated and productive workforce to meet the needs of the District venues.

III. BACKGROUND

On February 12, 2014, the Board of Trustees approved a General Manager Employment Agreement with Steven J. Pinkerton. The term of the agreement was for three years beginning April 28, 2014.

On December 10, 2014, the Board of Trustees approved an amendment to the Employment Agreement modifying the dates in Section 3.7, Periodic Evaluation.

On August 26, 2015, the Board of Trustees publically evaluated the General Manager and approved a motion to give the General Manager Steven J. Pinkerton an overall performance evaluation rating of *meets requirements*.

On July 27, 2016, per Section 1.3 of the Employment Agreement, the Board of Trustees automatically renewed and extended the General Manager Employment Agreement for an additional three year term beginning on April 28, 2017.

On July 27, 2016, the Board of Trustees publically evaluated the General Manager and approved a motion to give the General Manager Steven J. Pinkerton an overall performance evaluation rating of *meets requirements*.

Section 4.10 of the Employment Agreement states: *“At the Board of Trustees sole discretion, increases in salary may be given to EMPLOYEE at or around the time of his annual review and evaluation.”*

IV. COMMENTS

Subsequent to the Employee Performance Evaluation, Staff performed a salary review for the General Manager (GM) position in order to provide information to the Board regarding a possible modification to the General Manager's compensation.

Compensation Review

There are four special districts and one Homeowners Association in the Lake Tahoe region which are most similar in size and service delivery to IVGID. Their characteristics are shown in the chart below:

<u>Agency</u>	<u>Services</u>	<u>Approx. Parcels</u>	<u>Operating Budget</u>	<u>Full Time Equiv. Staff</u>
IVGID	Water, Sewer Trash, Parks, Recreation	8,200	\$32 million	260
North Tahoe PUD	Water, Sewer, Parks & Rec	5,500	\$12 million	44
South Tahoe PUD	Water & Sewer	17,000	\$28 million	97
Tahoe City PUD	Water, Sewer, Parks & Rec	7,665	\$10 million	59
Northstar CSD	Water, Fire, Roads	1,735	\$15 million	38
Tahoe Donner HOA	Rec, Open Space, HOA	6,500	\$17 million	200 (estimated)

As noted above, IVGID has the largest operating budget and highest number employees of any of the comparator entities.

Each entity has a General Manager which reports directly to their governing Board.

Their monthly salaries and total compensation calculations are as follows:

Agency	Salary	Total Compensation
IVGID.....	\$14,583.....	\$21,062
North Tahoe PUD.....	\$15,417.....	\$22,088
South Tahoe PUD.....	\$18,038.....	\$25,840
Tahoe City PUD.....	\$17,681.....	\$26,504
Northstar CSD.....	\$19,251.....	\$30,536
Tahoe Donner HOA.....	\$19,000.....	\$28,316

Average of Five Comparator Agencies:

..... \$17,877..... \$26,657

IVGID Percent Below Average:

..... 18.4% 21.0%

The current IVGID General Manager total compensation is also approximately nineteen percent (19%) lower than contract term total compensation for the previous IVGID General Manager. Total compensation includes salary, employer paid retirement, social security and deferred compensation contributions, health insurance, life insurance, disability insurance, vacation and holiday leave, auto allowances, and performance bonuses. (Note: The Tahoe Donner General Manager contract is the only one that includes a bonus.)

Since approval of the current General Manager's employment agreement in February of 2014, the balance of IVGID employees have received salary adjustments which will total 12.5 percent as of July 1, 2017. The current General Manager has not received any salary adjustments during that time.

Per Section 3.7 of the current employment agreement, the next scheduled performance review will be at the August 17, 2017 Board of Trustees Meeting.

V. ATTACHMENTS

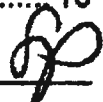
- General Manager Employment Contract
- General Manager Performance Evaluation for 2015-2016
- General Manager Goals and Objectives for 2016-2017
- General Manager Goals for Fiscal Year 2015-2016 – Final Progress Report

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THIS EMPLOYMENT AGREEMENT ("Agreement") is entered into on the ___ day of February, 2014, by and between the INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT, hereinafter referred to as "IVGID", a political subdivision of the State of Nevada, and STEVEN J. PINKERTON, hereinafter referred to as "EMPLOYEE."

RECITALS

WHEREAS, IVGID is in need of a qualified individual to serve as its General Manager; and

WHEREAS, IVGID has tentatively found EMPLOYEE to be qualified to serve as its General Manager; and

WHEREAS, IVGID wishes to contract with EMPLOYEE, and EMPLOYEE wishes to contract with IVGID, for that purpose.

NOW, THEREFORE, in consideration of the mutual covenants and conditions contained herein and other good and valuable consideration, the parties hereto agree as follows:

WITNESSETH

SECTION 1 - EMPLOYMENT; TERM OF AGREEMENT

1.1 **Employment.**

IVGID hereby employs EMPLOYEE and EMPLOYEE hereby accepts employment in accordance with the terms, conditions and covenants set forth in this Agreement.

1.2 **Term of Agreement.**

The term of this Agreement shall be for a period of thirty-six (36) months from 28 April 2014 (the "Effective Date") through 27 April 2017, unless terminated earlier by either party in accordance with the provisions set forth herein or by the death or permanent disability of EMPLOYEE.

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1.3 Extension.

The term of this Agreement shall automatically renew and extend for an additional three (3) year term beginning on 28 April 2017 unless written notice not to renew and extend is given by IVGID to EMPLOYEE no later than nine (9) months prior to the renewal date (i.e., not later than 28 July 2016). If notice of non-renewal is given by IVGID, the Agreement shall remain in effect for the remaining term and EMPLOYEE will be expected to continue EMPLOYEE's duties for the remainder of the Agreement term, unless the Agreement is terminated earlier as set forth herein. The parties expressly agree that notice of non-renewal shall not be deemed a termination triggering any severance payment whatsoever; however, in the event of automatic renewal the termination provisions set forth in Section 7 shall apply.

SECTION 2 - EMPLOYEE'S REPRESENTATIONS AND RESIDENCY

2.1 EMPLOYEE's Suitability.

EMPLOYEE represents and warrants that he is free to enter into this Agreement for employment with IVGID and that he is not bound by any employment agreement, nondisclosure agreement, noncompetition agreement or any other agreement or obligation that may infringe on his ability or in any manner prevent EMPLOYEE from performing any of the duties that may be required of EMPLOYEE during the course of his employment with IVGID, or that may result in liability of IVGID in any manner concerning EMPLOYEE's prior employment with any former employer or the termination thereof.

2.2 Residency.

EMPLOYEE shall establish residency within the DISTRICT on or before 27 July 2014, and shall maintain such residency during the term of this Agreement.

SECTION 3 - PERFORMANCE OF SERVICES

3.1 EMPLOYEE's Duties and Obligations.

- (a) Subject to the supervision and direction of IVGID's Board of Trustees, EMPLOYEE shall act as IVGID's General Manager. EMPLOYEE is hired and employed by IVGID to perform the functions and duties as determined from time to time by the IVGID Board of Trustees and as may be described

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in the approved job description and as are customarily performed by one holding the position of General Manager of a Nevada governmental entity. Notwithstanding any Personnel Policies or Rules of IVGID to the contrary, EMPLOYEE shall be directly responsible to the IVGID Board of Trustees, and shall serve under the Board's supervision, direction and policies. EMPLOYEE shall report directly to the Chairman of the Board of Trustees and shall be available to all Trustees.

- (b) IVGID shall fix any such other terms and conditions of employment as it may reasonably determine from time to time relating to the job duties and performance of EMPLOYEE not in conflict with the terms and conditions stated herein, including the annual Goals and Objectives established for EMPLOYEE, and EMPLOYEE agrees to comply therewith. The parties will collaborate in the establishment of IVGID goals and objectives.
- (c) The General Manager is an exempt employee as defined and consistent with the Fair Labor Standards Act. EMPLOYEE is hired with the understanding that he is responsible for accomplishing the duties required of a General Manager. EMPLOYEE does not have set hours of work; he is expected to be available at all times. It is recognized that EMPLOYEE must devote a great deal of time to the business of IVGID outside of IVGID's customary office hours, and to that end EMPLOYEE's schedule of work each day and week shall vary in accordance with the work required to be performed and in accordance with any specific direction provided by the Board of Trustees.

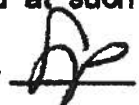
3.2 Performance of Duties to Reasonable Satisfaction of IVGID.

EMPLOYEE shall devote his full business time, attention and energies as necessary to fully perform his duties hereunder. EMPLOYEE agrees that he will at all times faithfully, industriously, and to the best of his ability, experience and talent, and in good faith, perform all of the duties that may be required of and from him pursuant to the express and implicit terms hereof, to the reasonable satisfaction of IVGID.

3.3 Place of Employment.

Unless the parties agree otherwise in writing, EMPLOYEE shall perform his services primarily at IVGID's administrative offices currently located at 893 Southwood Boulevard, Incline Village, Washoe County, Nevada, and at such

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other locations as directed by IVGID, or as otherwise required by the nature of said services.

3.4 Morals, Ethics and Personal Conduct

EMPLOYEE is advised that the duties of General Manager mean that the EMPLOYEE is held accountable as the Chief Executive Officer of IVGID. EMPLOYEE will be expected to conduct himself in a manner commensurate with this title. Further, EMPLOYEE will be required, within the first one hundred twenty (120) days of hiring, to attend an educational session with the Nevada POOL regarding Ethical Conduct, Open Meeting Law, and Positive Governance.

3.5 No Conflict.

EMPLOYEE shall not engage in any employment, activity, consulting service, or other enterprise, for compensation or otherwise, which is actually or potentially in conflict with, inimical to, or which interferes with the performance of EMPLOYEE's duties to IVGID. Further, EMPLOYEE shall not, during the term of this Agreement, individually, as a partner, joint venture, officer or shareholder, invest or participate in any business venture conducting business within IVGID's geographic boundaries (except for stock ownership in any company whose capital stock is publicly held and regularly traded) without prior approval of the Board of Trustees. For and during the term of this Agreement, EMPLOYEE further agrees, except for a personal residence or residential property acquired or held for future use as EMPLOYEE's personal residence, not to invest in any other real estate property improvements within IVGID's geographic boundaries without the prior consent of the Board of Trustees.

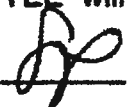
3.6 Non-IVGID Engagements.

EMPLOYEE shall not spend more than eight (8) hours per month in teaching, consulting, expert witness testimony, speaking, or other non-IVGID connected business for which compensation is paid without express prior consent of the Board of Trustees. EMPLOYEE will take personal leave (i.e. vacation time) for all outside activities of this nature.

3.7 Periodic Evaluation.

IVGID will publically evaluate EMPLOYEE at least annually, during the 1st meeting of the Board of Trustees in December every year. EMPLOYEE will

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provide the Board of Trustees with a report of proposed goals during the first Board of Trustee's meeting in June every year.

SECTION 4 - COMPENSATION, FRINGE BENEFITS, AND EXPENSE REIMBURSEMENT

4.1 Salary.

For services rendered under this Agreement, IVGID will pay EMPLOYEE an annual base salary approved by the IVGID Board of Trustees, payable in installments on IVGID's regular pay days, and full time employee benefits. EMPLOYEE's initial annual gross salary shall be One Hundred Seventy-Five Thousand Dollars (\$175,000.00) (\$14,583.33 monthly).

4.2 Retirement Plans.

Under the standard terms and conditions of IVGID's Personnel Policies, no employee may participate in IVGID's retirement plans until after the employee's first six (6) months of successful employment with IVGID. EMPLOYEE shall be entitled to participate in all IVGID retirement plans in the same manner as an employee in a Department Head position as defined in IVGID's Personnel Policies, Section 6. Benefits.

4.3 Benefits (Vacation; Sickness, Health Insurance and Miscellaneous).

Except as otherwise expressly set forth in this Agreement, EMPLOYEE shall be entitled to the customary benefits normally made available by IVGID to its Department Heads as defined in IVGID's Personnel Policies, Section 6. Benefits.

- (a) Initial Leave. Upon execution of this Agreement, EMPLOYEE shall be granted forty (40) hours of vacation time and forty (40) hours of sick leave time.
- (b) Ongoing Leave. EMPLOYEE shall accrue twenty (20) vacation and fifteen (15) sick days per year on a prorated basis each pay period.
- (c) Moving Expenses. Within ten (10) days of the Effective Date, IVGID will reimburse EMPLOYEE the sum of Ten Thousand Dollars (\$10,000.00) as and for moving expense reimbursement.

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- (d) IVGID will contribute the amount of 12.3% of EMPLOYEE's income toward retirement benefits, by way of IVGID's existing 403(b) plan or such other mechanisms as IVGID may implement in the future with EMPLOYEE to be deemed fully vested in the retirement plan at the end of the initial contract term unless prohibited by law.

- (e) Health Savings Account. EMPLOYEE may elect to not participate in IVGID's health benefit plans as offered to IVGID's other full time employees. In the event of that election and so long as permitted by law, IVGID will contribute to EMPLOYEE's Health Savings Account ("HSA") in an amount equal to what the cost of EMPLOYEE's health benefits would have been had EMPLOYEE accepted IVGID's health benefits, less those amounts that HSA participants are required to self-contribute. While IVGID anticipates establishing an HSA Program for its employees before the Effective Date, it has yet to do so. In the event no HSA program is implemented the parties will renegotiate this provision.

- (f) Deferred Compensation. IVGID will contribute an amount equal to five (5) percent of EMPLOYEE's base salary to EMPLOYEE's Deferred Compensation Account each pay period.

- (g) Life Insurance. IVGID will pay the premium for the purchase of a One Million Dollar (\$1,000,000.00) life insurance policy insuring EMPLOYEE's life provided that the annual cost of the premium to IVGID does not exceed Two Thousand Dollars \$2,000.00.

4.4 Automobile Allowance.

IVGID shall reimburse EMPLOYEE for mileage for his personal vehicle, per IRS regulations. This amount constitutes reimbursement for and recognition of EMPLOYEE'S daily use of his personal vehicle for District purposes to include mileage, insurance, fuel, and all other costs associated with such use, all of which shall be the EMPLOYEE'S sole responsibility. The EMPLOYEE will provide the District with proof of insurance by listing the District as an additional insured on the EMPLOYEE's auto insurance policy.

4.5 Business Expenses.

In addition to the foregoing, IVGID agrees to reimburse EMPLOYEE for all reasonable, customary and usual expenses and disbursements necessarily

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incurred by him on behalf of IVGID; provided, however, that such expenses and disbursements are consistent with IVGID's policies in effect from time to time. EMPLOYEE agrees to promptly provide a detailed account of such expenses and disbursements, and the purpose thereof, as well as receipts and other evidence necessary or convenient for valid governmental purposes. Notwithstanding anything herein contained to the contrary, expenses must be approved by the Chairperson of IVGID's Board of Trustees, utilizing standard IVGID expense reporting forms prior to reimbursement.

4.6 Dues and Subscriptions.

IVGID acknowledges and agrees to consider the payment and budgeting of EMPLOYEE's professional dues and subscriptions to associations and organizations which are desirable for his continued professional participation and which are for the benefit of IVGID. Such costs and payments shall be in the discretion of IVGID, through the Chairperson of IVGID's Board of Trustees. The payment of dues and subscriptions on behalf of EMPLOYEE will be considered on a case-by-case basis.

4.7 Professional Development.

IVGID agrees to consider, on a case-by-case basis, necessary travel and per diem expenses of EMPLOYEE to attend conferences and other seminars and institutes which are beneficial to IVGID.

4.8 Indemnification.

IVGID shall indemnify, defend and hold EMPLOYEE harmless from and against any and all claims, losses, liabilities and damages, including attorneys' fees and costs, that arise from or relate to (i) EMPLOYEE's duties under this Agreement, and (ii) EMPLOYEE's acts and omissions as an employee of IVGID, as provided by NRS Chapter 41 or other law provided that such acts or omissions were done or omitted in good faith. Such indemnification shall not include acts outside the scope of employment or any illegal acts. Such indemnification shall not include EMPLOYEE's bringing an action in his own name and in his own right. This provision shall not apply to any employment actions brought by either party hereto against the other.

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4.9 Recreational Benefits.

EMPLOYEE and his immediate family shall receive the same recreational benefits as are allowed any other full-time, year-round IVGID employee.

4.10 Discretionary Salary Adjustment.

At the Board of Trustees' sole discretion, increases in salary may be given to EMPLOYEE at or around the time of his annual review and evaluation.

SECTION 5 - LOYALTY; RETURN OF IVGID PROPERTY; AND INTELLECTUAL PROPERTY

5.1 EMPLOYEE Loyalty.

EMPLOYEE acknowledges that he has and owes IVGID a duty of utmost loyalty and confidentiality.

5.2 Reserved

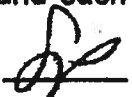
5.3 Return of IVGID Property.

In the event of any discharge of EMPLOYEE from his employment hereunder or any termination of this Agreement, EMPLOYEE shall return to IVGID within one (1) business day after said discharge or termination all documents, materials, equipment, machines, credit cards, customer lists, keys and all tangible property of IVGID and shall maintain confidential any information of IVGID which cannot be returned.

5.4 Intellectual Property.

EMPLOYEE hereby sells, transfers and assigns to IVGID the entire right, title and interest of EMPLOYEE in and to all inventions, ideas, disclosures and improvements, whether patented or unpatented, and material subject to copyright or trademark protection, made or conceived by EMPLOYEE, solely and jointly, in whole or in part, during the term hereof. EMPLOYEE shall communicate promptly and disclose to IVGID, in such form as IVGID may reasonably request, all information, details and data pertaining to the aforementioned intellectual property; and, whether during the term hereof or thereafter, EMPLOYEE shall execute and deliver to IVGID such formal transfers and assignments and such

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other papers and documents as may be required of EMPLOYEE to permit IVGID or any person or entity designated by IVGID to file and prosecute the ownership of any such property.

SECTION 6 - NONCOMPETITION

6.1 Noncompetition.

During the term of this Agreement, EMPLOYEE will not, directly or indirectly, either as an employee, employer, consultant, agent, principal, partner, stockholder, bondholder, officer, director or in any other individual or representative capacity, engage or participate in any business or activity that is in competition or in conflict with the business of IVGID.

SECTION 7 - TERMINATION OF AGREEMENT

7.1 By EMPLOYEE

Nothing contained in this Agreement shall prevent, limit or otherwise interfere with EMPLOYEE's right to resign his position with IVGID at any time, by giving not less than ninety (90) days prior written notice to IVGID. IVGID may shorten the period of any such notice and terminate Employee's employment at any time following such notice, in its discretion. In the event that IVGID does accelerate EMPLOYEE's termination date, EMPLOYEE shall be entitled to those severance benefits described in Section 7.4 limited, however, to a maximum period of sixty (60) days beginning on the date of such notice by IVGID to EMPLOYEE.

7.2 By IVGID.

IVGID may terminate this Agreement and the employment of EMPLOYEE with or without "cause" at any time, in its discretion pursuant to the terms and conditions stated herein regarding termination by IVGID.

7.3 Death.

In the event of EMPLOYEE's death this Agreement shall terminate immediately and any and all compensation then due EMPLOYEE shall be paid and delivered to his named beneficiary or the representative of his estate or trust, as the case may be.

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7.4 Severance Pay.

If EMPLOYEE is asked to resign or is terminated by IVGID, then EMPLOYEE shall be eligible to receive a cash payment equivalent to the sum of EMPLOYEE's then-current monthly salary multiplied by six (6) (or nine (9) if within ninety (90) days of a Board election) and the cash value, as determined by IVGID, of EMPLOYEE's monthly non-salary COBRA-eligible benefits or the like as stated herein multiplied by six (6) (or by nine (9) if within ninety (90) days of a Board election). This cash payment will be made on a prorated, monthly basis over the number of months involved, subject to termination of the severance obligation for alternative employment set forth in this section, below. EMPLOYEE shall also be paid for any accrued, but unused, annual leave, but not accrued sick leave. Eligibility for such severance payment is expressly conditioned upon EMPLOYEE's execution of (i) a waiver and release of any and all of EMPLOYEE's claims against IVGID and all of its Trustees, and (ii) a covenant not to sue. All normal payroll taxes and withholdings as required by law shall be made with respect to any amounts paid under this section. EMPLOYEE agrees to provide notice to IVGID within two (2) business days of accepting employment elsewhere, and IVGID's obligation to pay any severance benefit to EMPLOYEE shall terminate upon EMPLOYEE's acceptance of such alternative employment.

7.5 Termination Adjacent to Election.

No action by the Board of Trustees to terminate EMPLOYEE, other than for gross mismanagement or an act of moral turpitude will be made within ninety (90) days before a Board of Trustees' election or immediately following a Board of Trustees' election. Termination contrary to this section will give rise to an additional three (3) months' severance (nine (9) months instead of six (6) months) as set forth in Section 7.4. Nothing in this paragraph alters the "at will" status of EMPLOYEE's employment with IVGID.

SECTION 8 – RESERVED

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SECTION 9 - MISCELLANEOUS

9.1 Payment of Taxes.

Any taxes due as the result of the payment or bestowal of any benefits by IVGID to EMPLOYEE of the referenced salary, auto allowances or benefits, or the like, shall be the sole responsibility of EMPLOYEE. EMPLOYEE hereby agrees to hold IVGID free and harmless of any responsibility therefore.

9.2 Assignment: Third Party Rights.

- (a) This Agreement may not be assigned by either party.
- (b) Except as may be expressly set forth herein, the parties hereto do not intend to confer any rights or remedies upon any person other than the parties hereto.

9.3 Further Documents and Acts.

Each party shall execute and deliver all such further instruments, documents and papers, and shall perform any and all acts necessary to give full force and effect to all of the terms and provisions of this Agreement.

9.4 Entire Agreement: Modification.

- (a) This Agreement expresses the entire agreement of the parties hereto and supersedes all prior promises, representations, understandings, arrangements and agreements among the parties with respect to the subject matter hereof. The parties further acknowledge and agree that neither of them has made any representation to induce the execution and delivery of this Agreement, except as specifically set forth herein.
- (b) This Agreement may be modified, amended or waived only by written instrument executed by both parties.

9.5 Binding Agreement.

This Agreement shall be binding upon and inure to the benefit of both parties including heirs at law and executors, administrators or trustees of EMPLOYEE.

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9.6 Approval of Agreement.

This Agreement shall not be effective unless and until the IVGID Board of Trustees approves same by a minimum majority vote, all in compliance with Nevada's Open Meeting Law, as set forth in NRS Chapter 241.

9.7 Nonwaiver.

No delay or omission on the part of either party in exercising any of its rights or remedies shall operate as a waiver, estoppel or other preclusion against the exercise of such right or remedy at any time. A waiver of any right or remedy on any one occasion shall not serve as a waiver for any subsequent or prior occasions.

9.8 Invalidity; Severability.

If any provision of this Agreement, as applied to any party or to any circumstance, shall be found by a court of competent jurisdiction to be void, invalid or unenforceable, the same shall in no way affect any other provision of this Agreement, the application of any such provision in any other circumstance, or the validity or enforceability of this Agreement.

9.9 Construction.

- (a) Each party has cooperated in the drafting and preparation of this Agreement. Hence, in any construction to be made of this Agreement, the same shall not be construed against any party on the basis of that party being the "drafter."
- (b) By executing this Agreement, each party acknowledges that it has read and understood this Agreement in its entirety, and that it has had full and fair opportunity to obtain clarification of any and all terms contained herein, and to consult with legal and other professionals of its own choosing.
- (c) In the event of a conflict between any terms or conditions contained in this Agreement and IVGID's Personnel Policies, or any documents, the language of this Agreement shall govern.

S. Pinkerton Initials



**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
GENERAL MANAGER EMPLOYMENT AGREEMENT**

Page 15 of 17

9.10 EMPLOYEE's Review and Representation.

IVGID has advised EMPLOYEE, and EMPLOYEE acknowledges such advice, that EMPLOYEE should seek the review of this Agreement by an attorney and tax advisor representing EMPLOYEE.

9.11 Governing Law.

This Agreement is governed by and shall be construed and interpreted in accordance with the laws of the State of Nevada. The parties each acknowledge that this Agreement was signed and executed in Nevada, and that performance will occur in Nevada. In all matters of interpretation, whenever necessary to give effect to any provision of this Agreement, each gender shall include the others, the singular shall include the plural, and the plural shall include the singular. The titles of the paragraphs of this Agreement are for convenience only and shall not affect the interpretation of any provision or condition of this Agreement.

9.12 Choice of Forum.

IVGID and EMPLOYEE agree that the exclusive jurisdiction for any claim, action or proceeding in connection with this Agreement shall be in the appropriate state court located in the County of Washoe, State of Nevada. Both parties acknowledge that all negotiations concerning this Agreement, as well as the execution hereof, occurred in the State of Nevada. No legal action of any type or kind shall be filed or maintained in, or removed to, any federal court provided that the forum selected herein has jurisdiction over the claims asserted.

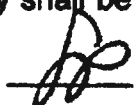
9.13 Counterparts; Duplicate Originals.

- (a) This Agreement may be executed in two or more counterparts, which taken together, with the signature of each party, shall constitute the whole of the agreement as between the parties.
- (b) The total of these counterparts may together constitute duplicate originals of this same Agreement.

9.14 Attorneys' Fees.

- (a) If a party hereto brings an action against the other arising out of this Agreement, the party who is determined to be the prevailing party shall be

S. Pinkerton Initials



**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
GENERAL MANAGER EMPLOYMENT AGREEMENT**

Page 16 of 17

entitled to recover from the other all reasonable costs and expenses of suit, including reasonable attorneys' fees incurred in connection therewith.

- (b) For the purposes of this Agreement a party may be a prevailing party if the court finds the party not to be liable on the claim/claims of the other. If multiple claims are brought, the court may take into consideration the following factors, among others, in the exercise of the court's sound discretion: the nature of the wrong alleged; the good faith basis upon which the action was brought or defended; and whether or not the respective party negotiated settlement in good faith.
- (c) The parties agree that the determination of the "prevailing party" shall be the party in whose favor judgment is rendered, and shall not be dependent on a monetary award entered for that party.

9.15 Notices.

Any notice required or permitted to be given under this Agreement shall be sufficient if in writing and sent by registered mail or courier service requiring acknowledgment of receipt to the addresses set forth below:

Any notice or demand to IVGID shall be given to:

Board of Trustees
Incline Village General Improvement District
893 Southwood Boulevard
Incline Village, NV 89451

With a copy to:

T. Scott Brooke, Esq.
Brooke • Shaw • Zumpft
990 Ironwood Drive, Suite 300
Minden, NV 89423

Any notice or demand to EMPLOYEE shall be given to:

Steven J. Pinkerton
641 Bianco Court
Davis, CA 95616

S. Pinkerton Initials



**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
GENERAL MANAGER EMPLOYMENT AGREEMENT**

Page 17 of 17

A party may, by virtue of written notice in compliance with this Paragraph 9.15, alter or change the address or the identity of the person to whom any notice, or copy thereof, is to be sent.

Notice shall be deemed received five (5) business days from the date of mailing, properly addressed and postage prepaid.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the last day and date set forth below.

Dated this 12th day of February,
2014

Dated this 11th day of February,
2014

"IVGID"

"EMPLOYEE"

**INCLINE VILLAGE GENERAL
IMPROVEMENT DISTRICT**

By: _____
Joe Wolfe
Chair, Board of Trustees

By: 

Steven J. Pinkerton

By: _____
Jim Smith
Secretary, Board of Trustees

APPROVED AS TO FORM:

By: _____
T. Scott Brooke
General Counsel, IVGID

S. Pinkerton Initials



**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
GENERAL MANAGER EMPLOYMENT AGREEMENT**

Page 17 of 17

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IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the last day and date set forth below.

Dated this 12th day of February,
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2014

"IVGID"

"EMPLOYEE"

INCLINE VILLAGE GENERAL
IMPROVEMENT DISTRICT

By: 
Joe Wolfe
Chair, Board of Trustees

By: _____
Steven J. Pinkerton

By: 
Jim Smith
Secretary, Board of Trustees

APPROVED AS TO FORM:

By: _____
T. Scott Brooke
General Counsel, IVGID

S. Pinkerton Initials _____

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
GENERAL MANAGER EMPLOYMENT AGREEMENT**

Page 17 of 17

A party may, by virtue of written notice in compliance with this Paragraph 9.15, alter or change the address or the identity of the person to whom any notice, or copy thereof, is to be sent.

Notice shall be deemed received five (5) business days from the date of mailing, properly addressed and postage prepaid.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the last day and date set forth below.

Dated this 12th day of February,
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"IVGID"

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INCLINE VILLAGE GENERAL
IMPROVEMENT DISTRICT

By: _____
Joe Wolfe
Chair, Board of Trustees

By: _____
Steven J. Pinkerton

By: _____
Jim Smith
Secretary, Board of Trustees

APPROVED AS TO FORM:

By: 
T. Scott Brooke
General Counsel, IVGID

S. Pinkerton Initials _____

2. SE Group Presentation (Requesting Staff Member: General Manager Diamond Peak Ski Resort Brad Wilson)
3. Adoption of Resolution No. 1823 which adopts the District Boundary Description and further authorizes Staff to submit same to Washoe County for recording (Requesting Staff Member: Interim General Manager/Director of Public Works Joe Pomroy)
4. Utility Rate Study Presentation (Requesting Staff Member: Interim General Manager/Director of Public Works Joe Pomroy)

Trustee Simonian made a motion to approve the agenda as revised. Trustee Devine seconded the motion. Chairman Wolfe called the question and the motion was passed unanimously.

E. CONSENT CALENDAR (for possible action)

There were no items on the Consent Calendar.

F. GENERAL BUSINESS (for possible action)

F.1. General Manager's Employment Agreement (was General Business Item F.4.)

Clerk to the Board of Trustees Susan Herron said that there is a small typographical error that needs to be corrected which does not impact the document.

Trustee Smith thanked Chairman Wolfe for his excellent job of working with him and thanked District General Counsels Brooke and Zumpft as well as the Director of Human Resources and the Director of Finance, Accounting and Risk Management. Trustee Smith then provided a brief background and stated that he felt comfortable with the contract, he is excited, and willing to answer any questions about the contract. Chairman Wolfe thanked Trustee Smith and said that he did an admirable job. For the public, this contract represents a savings of \$37,000 for the total pay package and noted that Mr. Pinkerton wants to come here and that he wants this to be his last job.

Trustee Devine said, regarding the automobile allowance, this contract differs in that the previous General Manager had the use of a District

vehicle and the new General Manager will be using his own vehicle and submitting a mileage reimbursement at a rate set by the IRS. Chairman Wolfe confirmed that to be correct.

Trustee Simonian made a motion to accept this contract as presented; Trustee Hammerel seconded the motion.

Trustee Hammerel said that the contract had no mention of a bonus and asked if we have removed any type of bonus. Chairman Wolfe said yes, there is no bonus offered in this contract.

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

Aaron Katz said that this is one of the few times where he has come before this Board and supported something that this Board is about to do. He can't think of anything that is better and thanked the Board for taking this action. He is very impressed with Mr. Pinkerton as he is so over the top for what we should have as a General Manager and knows that we are very lucky.

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

F.2. SE Group Presentation

General Manager Diamond Peak Ski Resort Brad Wilson gave a brief overview of this item and introduced Mr. Kent Sharp and Ms. Claire Humber from the SE Group who gave a PowerPoint presentation which is incorporated herewith by reference. The Board asked a couple of questions to which the SE Group representatives responded.

At 5:00 p.m., Chairman Wolfe called for a recess; the meeting reconvened at 5:10 p.m. at which time Chairman Wolfe asked for public comments.

Aaron Katz said number 1, isn't it great that we have Staff to spend all their time helping to develop this presentation yet when a resident wants part of our Staff's time, it's not available. Who are all these things for? They are for the local hotels not for us so why are we doing this for the hotels. Does

MEMORANDUM

TO: Board of Trustees

FROM: Dee Carey
Director of Human Resources

SUBJECT: Review, discussion and possible action on District General Manager Steven J. Pinkerton annual performance evaluation

DATE: July 18, 2016

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

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

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

Review, discussion and possible action-2-
on District General Manager Steven J.
Pinkerton annual performance evaluation

July 18, 2016

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

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

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

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

In November 2015, it was approved the Board would review the General Manager in August every year. During the June 8, 2016 Board meeting it was requested to modify this date to coordinate with his contract extension provision.

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

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

The Incline Village General Improvement District's General Manager Steven J. Pinkerton has had his performance evaluation presented in public on July 27, 2016. The Board of Trustees moves to give the Incline Village General Improvement District's General Manager Steven J. Pinkerton an overall performance evaluation rating of _____ (*select*

EITHER *needs improvement, meets requirements, or exceeds requirements).*

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

NRS 241.031 Meeting to consider character, misconduct or competence of elected member of public body or certain public officers.

1. *Except as otherwise provided in subsection 2, a public body shall not hold a closed meeting to consider the character, alleged misconduct or professional competence of:*
 - (a) *An elected member of a public body; or*
 - (b) *A person who is an appointed public officer or who serves at the pleasure of a public body as a chief executive or administrative officer or in a comparable position, including, without limitation, a president of a university, state college or community college within the Nevada System of Higher Education, a superintendent of a county school district, a county manager and a city manager.*
2. *The prohibition set forth in subsection 1 does not apply if the consideration of the character, alleged misconduct or professional competence of the person does not pertain to his or her role as an elected member of a public body or an appointed public officer or other officer described in paragraph (b) of subsection 1, as applicable.*

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

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
CHAIRWOMAN KENDRA WONG**

A. POLICY FACILITATION AND BOARD RELATIONSHIP

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

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

Comments: This has been a difficult year for the district in terms of leadership. There were two trustees who left the board and two newly appointed trustees. Mr. Pinkerton has navigated this leadership change with professionalism and poise. I recognize that the originally planned budget discussions required more in-depth review by staff, which left less time for board discussion and feedback. For 2016-2017, I'd like to see study sessions which allow for more board discussion and feedback. I'd also like to see us resume quarterly community meetings.

Numerous community members have given me positive feedback about Mr. Pinkerton and his accessibility in the community. Community concerns that I have brought to Mr. Pinkerton have been addressed and resolved in a timely manner.

B. LEADERSHIP EFFECTIVENESS

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

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

Comments: In the past year, I've been pleased to see Mr. Pinkerton lead the district. Mr. Pinkerton has done an excellent job of correcting a lot of incorrect information in the community. The bi-we

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
CHAIRWOMAN KENDRA WONG**

articles in the Bonanza are informative and highlight the great things that our staff is doing in the community. Hiring the Community Services Director has allowed Mr. Pinkerton to focus on higher level strategic issues and better support the senior team and staff. Along with the senior team, Mr. Pinkerton needs to continue to assess staffing needs.

C. PLANNING, INITIATIVE, RISK-TAKING

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

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

Comments: Mr. Pinkerton, staff, and the board approved the strategic plan in September 2015. The strategic plan has been instrumental in providing guidance for the board and staff. As we move forward, Mr. Pinkerton will need to monitor customer service metrics and adjust as necessary.

Mr. Pinkerton has recommended a feasible and logical plan to develop the Community Services Master Plan, which will define the direction of recreation venues and services for years to come. Modeled after the process used for the Diamond Peak Master Plan and the Beach Facilities Plan, I am sure that the Community Services Master plan will incorporate a significant amount of community input.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

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

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

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
CHAIRWOMAN KENDRA WONG**

Comments: Mr. Pinkerton is extremely knowledgeable about the operations of the district. Mr. Pinkerton's propensity for data combined with his experience in other municipalities results in reasoned, supported decisions. Mr. Pinkerton is conscious of the level of customer service that our stakeholders demand and plans accordingly. For example, Mr. Pinkerton planned for expanded service windows for the beaches, scalable resources for food and beverage, and additional customer service at the golf courses.

At the board's direction, Mr. Pinkerton developed performance measures throughout the district. Since this will be the first year of implementation, I expect there to be variances this first year and adjustments in subsequent years.

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

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

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

Comments: Mr. Pinkerton is active in the Incline Village/Crystal Bay community. He attends Bonanza meetings, Conversation Café, meets with community organizations, and meets with individual community members. I have received positive feedback from community members about Mr. Pinkerton's willingness to listen and receive feedback. In addition, Mr. Pinkerton hired a Communications Coordinator to facilitate better communication with community members.

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

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

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

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
CHAIRWOMAN KENDRA WONG**

Comments: Mr. Pinkerton is a detailed communicator. Both his written and verbal communications are extremely detailed. I would encourage Mr. Pinkerton to consider his audience and include relevant information, especially in verbal communication. At times, Mr. Pinkerton provides so much detail that it is overwhelming and may lose effectiveness.

G. HUMAN RELATIONS SKILLS

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

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

H. SUMMARY EVALUATION

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

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

Overall Evaluation:

_____ Exceeds Requirements ___x___ Meets Requirements _____ Needs Improvement

Kendra Wong
Board Chair

Board Vice Chair

Board Secretary

Board Treasurer

Board Trustee

General Manager

July 15, 2016
Date

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE PHIL HORAN**

A. POLICY FACILITATION AND BOARD RELATIONSHIP

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

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

Comments: Steve has always been available to discuss IVGID operations and Board matters. I have always felt that he was fully open in these discussions. He was extremely professional in his handling of the adversity in the first 9 months of 2015 when he did not have full Board support.

B. LEADERSHIP EFFECTIVENESS

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

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

Comments: I believe his leadership has strengthened the teamwork of the staff. He allows staff to utilize their strengths and manage knowing that they have his full support. Responsibility is assigned and measured.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE PHIL HORAN**

C. PLANNING, INITIATIVE, RISK-TAKING

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

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

Comments: The planning process has been bolstered under his leadership and follows board direction.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

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

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

Comments: He has introduced detailed financial reporting which allows management leaders to manage more effectively. Ease of availability of financial information to a larger percentage of parcel owners is being enhanced.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE PHIL HORAN**

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

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

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

Comments: He represents the District well and participates in community meetings and activities.

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

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

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

Comments: I believe his Bonanza articles are well written and provide good insight into the District activities. He is very accessible to Board, Staff and members of the public.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE PHIL HORAN**

G. HUMAN RELATIONS SKILLS

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

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

Comments: He works very well with staff. He encourages staff to communicate with Board members when requested and I have noticed that staff does not reservations when discussing their department activities with me.

H. SUMMARY EVALUATION

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

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

Overall Evaluation:

xx Exceeds Requirements _____ Meets Requirements _____ Needs Improvement

Board Chair

Philip Horan
Board Vice Chair

Board Secretary

Board Treasurer

Board Trustee

General Manager

July 15, 2016
Date

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE: JIM HAMMEREL**

A. POLICY FACILITATION AND BOARD RELATIONSHIP

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

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

Comments: Despite having a board turnover, it seems as though you're settling into your position quite a bit better. Both your team and the board seem much more productive this past year than before. We're coming to conclusions and decisions without the typical stumbling blocks we've seen in the past.

I appreciate that you're inviting board members into committees that sit on different sides of the fence on issues and helping to build cooperation such as the solid waste committee, the marketing committee, the communications committee, etc.

B. LEADERSHIP EFFECTIVENESS

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

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

Comments: Your 'dream team' is a capable and dynamic team. Your leadership has empowered them to think outside the box and problem-solve unique and difficult challenges we face.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE: JIM HAMMEREL**

I urge you to take a more commanding position in terms of implementing policy or procedural changes. The board and your team are looking to you to make and the controversial decisions that need to be made—and to stick by them when the road gets rough. I can see opportunities to back your team when they're under attack.

C. PLANNING, INITIATIVE, RISK-TAKING

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

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

Comments: With capital project forecasting and funding, master planning, and even policy change you've shown me that there's a great deal of forethought that goes into your decision-making. I'm happy with the sequencing and funding solutions for capital projects like the culvert and the Mountain Course clubhouse. The preparation and execution that goes into master plans like DPMP and the beaches; the branding initiative; and the solid waste franchise agreement show a high level of consideration and calculation.

Previously I had concerns that we weren't moving quickly enough, but I feel like you're showing the capability to think on your feet, as well as execute in a reasonable manner. My hope is in time, you'll act even more decisively as you become more familiar with the local landscape, issues, and players.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

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

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

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE: JIM HAMMEREL**

Comments: At the conclusion of the board's strategic plan meetings, you took our long range principles and allocated resources (human or otherwise) to managing them—your “worriers”. Whether it was a communications committee, or hiring our communications coordinator, or allocating resources for our asset management team, you identified areas that needed to be improved and resolved to tackle those issues and initiatives quickly.

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

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

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

Comments: The community generally appreciates the degree of accessibility you've given them. Appearances at the weekly Bonanza meetings and Conversation Café have proven to be venues where you effectively collect and disseminate district information. Your semi-monthly column in the paper has been a great idea to help keep people informed of the challenges we have at IVGID and the ways you and your team are tackling them.

I'm happy to see that you're solving stakeholder complaints and concerns behind the scenes; such as the handicap flags at the golf course. In some instances, I'd appreciate being cc'd on correspondence when it's resolved so I can report back to others who may have had the same concern. My inbox is deep, so please feel free to include me on correspondence to keep me abreast of issues like that.

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

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

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

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE: JIM HAMMEREL**

Personal development – Demonstrates a commitment to continuous learning, improvement, education, and self-development.	MR
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Comments: All communications are satisfactory. I'm still anxious to have you solve the problem of providing the board updates on projects/initiatives currently in progress. Knowing what you and your team are working on could help the board gather assistance from key resources or experts, as well as keep our stakeholders informed on progress.

G. HUMAN RELATIONS SKILLS

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

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

Comments: I'm not in a position to remark too much about how you interact with your team. From what I've heard you're respected as a strategic, methodical thinker, someone who refrains from impulse decisions and knows when to stay above the fray. I believe you're well regarded among your teammates and haven't heard criticisms that would make me second-guess your leadership.

I can say there are members of your team that desire more growth opportunities. I urge you to seek those individuals out and allow them to see their full potential.

H. SUMMARY EVALUATION

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

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

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE: JIM HAMMEREL**

Overall Evaluation:

___ Exceeds Requirements X Meets Requirements ___ Needs Improvement

Board Chair

Board Vice Chair

Board Secretary

Jim Hammerel
Board Treasurer

Board Trustee

General Manager

July 15, 2016
Date

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE TIM CALLICRATE**

A. POLICY FACILITATION AND BOARD RELATIONSHIP

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

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

Comments: While Steve Meets Requirements in most areas, I would still like to see a more effective Executive Summary of each Agenda Item inclusive of projected costs, Board Policy interactions.

B. LEADERSHIP EFFECTIVENESS

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

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

Comments: Steve does seem to provide a strong level of support for his Management Team and their respective employees.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE TIM CALLICRATE**

C. PLANNING, INITIATIVE, RISK-TAKING

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

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

Comments: Steve certainly is a Risk Taker!

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

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

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

Comments: I feel there needs to be a clearer, cleaner discussion relating to District bonding and borrowing capacities, potentials. Also, a more aggressive public/private partnership dialogue would help in prioritizing District wants versus needs.

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

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

	Rating
District Representation - Represents the District well in presentations to civic groups, media and the public and provides a positive, professional image. Develops cooperative working relationships with outside governmental agencies and other outside groups.	MR
Democratic Advocacy – Fosters the values and integrity of local government. Enhances community understanding of District's goals, objectives and processes.	MR

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE TIM CALLICRATE**

Citizen Participation – Recognizes the rights of citizens and promotes individual involvement in the District's processes. Responds to issues and concerns promptly. Handles individual citizen's complaints well.	MR
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F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

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

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

Comments: While Steve and I have come quite a ways in improving our lines of communication, I still have concerns when requesting Agenda items for Board meetings and attendant accountability.

G. HUMAN RELATIONS SKILLS

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

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

Comments: I have heard from several of our Community residents that follow-up by Steve to specific requests can sometimes be hit or miss; the Ordinance 7/Beach Access issues are usually cited.

H. SUMMARY EVALUATION

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

	Rating
A. Policy Facilitation and Board Relationship	MR/NI
B. Leadership Effectiveness	MR

**Incline Village General Improvement District
 General Manager Evaluation Form
 Performance Review Period: 2015-2016
 TRUSTEE TIM CALLICRATE**

C. Planning, Initiative, Risk-Taking	ER
D. Functional and Operational Management	MR
E. Representation, Advocacy and Citizen Participation	MR
F. Integrity, Communications and Personal Development	MR
G. Human Relations Skills	MR/NI

Overall Evaluation:

Exceeds Requirements Meets Requirements Needs Improvement

Board Chair

Board Vice Chair

Tim Callicrate
Board Secretary

Board Treasurer

Board Trustee

General Manager

July 18, 2016
Date

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE MATTHEW DENT**

A. POLICY FACILITATION AND BOARD RELATIONSHIP

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

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

Comments: Steve is accessible and responds promptly to issues that arise. The Board and public would be better served if the packets were released earlier than the minimum time allowed.

B. LEADERSHIP EFFECTIVENESS

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

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

Comments: Steve demonstrates an understanding for what the community wants and is actively involved with different groups throughout the community. Providing more information to the public prior to asking for their input could help the overall direction of future projects and expectations of the public.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE MATTHEW DENT**

C. PLANNING, INITIATIVE, RISK-TAKING

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

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

Comments: Demonstrates the ability to plan for future needs and trends including exhibiting prompt action to fill the void for the food and beverage service at Snowflake last winter.

D. FUNCTIONAL AND OPERATIONAL MANAGEMENT

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

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

Comments: Steve demonstrates an understanding of the history of the District. Could improve communication of financial information to the public and Board through visual presentation of the facts which would be included in the board packet. Generating a more detailed report of each venues revenues and expenses would allow more financial transparency as to the recreational operations.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2015-2016
TRUSTEE MATTHEW DENT**

E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION

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

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

Comments: Has demonstrated and promotes public involvement in the District's processes such as the GM committee for certain issues. More informative involvement could be done in advance to inform the public of options, revenues, and cost associated with their decisions or recommendations. For example, the beach master plan.

F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT

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

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

Comments: Steve verbally communicates in a direct manner that is clear and concise. Written communication could be improved to include more details, such as, if agenda items will have a financial impact or benefit on the community. One way we could improve the communication would be to include a fiscal note for each agenda item, similar to what the State Legislature.

**Incline Village General Improvement District
 General Manager Evaluation Form
 Performance Review Period: 2015-2016
 TRUSTEE MATTHEW DENT**

G. HUMAN RELATIONS SKILLS

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

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

Comments: Steve responds promptly to any of my questions or concerns.

H. SUMMARY EVALUATION

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

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

Overall Evaluation:

 Exceeds Requirements Meets Requirements Needs Improvement

Board Chair

Board Vice Chair

Board Secretary

Board Treasurer

MATTHEW DENT
Board Trustee

General Manager

July 15, 2016
Date

MEMORANDUM

TO: Board of Trustees

FROM: Steve Pinkerton
General Manager

SUBJECT: General Manager Goals for Fiscal Year 2016-2017

DATE: October 26, 2016

I. RECOMMENDATION

The General Manager recommends that the Board of Trustees accept the General Manager's proposed goals for Fiscal Year 2016-2017 as follows:

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

II. BACKGROUND

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

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

Attached is a final progress report dated October 26, 2016 on the General Manager's Goals for Fiscal Year 2015/2016.

III. COMMENTS

On September 23, 2015, the Board of Trustees adopted the District's 2015-2017 Strategic Plan.

On August 24, 2016, I provided the Board of Trustees with a progress report on the Strategic Plan (attached).

As the General Manager, my primary goal for the upcoming year is to ensure that the Strategic Plan continues to be implemented in an effective and timely manner.

The Strategic Plan included the following sections:

- Introduction
- Strategic Planning Process
- Statements
- Long Range Principles
- Implementation
- Reassessment

The final three sections of the updated version of the Strategic Plan provide the template for my 2016-2017 goals.

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

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

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

- Performing an annual review and documentation of progress on initiatives.
- Providing an annual update on the Plan's implementation and results.
- Conducting staff meetings on a quarterly or semi-annual basis to review the Plan's progress and results.
- Providing periodic reports to the Board of Trustees on the Plan's progress and results.
- Ensuring that the performance appraisal process should reflect the execution of the Strategic Plan.

- Tracking measurements related to the Plan on a quarterly basis, where feasible. Provide an annual narrative about the results. Adjust measures as necessary.
- Creating baseline results after first year and provide targets for future years.
- Re-tooling Plan process as necessary to ensure that it remains consistent with District's priorities. Ensure changes are reflected in annual budget process.
- Ensuring that regular staff meetings include a discussion of the Strategy.

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

The annual review of the Strategic Plan is done in conjunction with the Evaluation Process for the General Manager as the General Manager's review would logically include all of the annual updates noted above.

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

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

- Communications and Public Relations
- Performance Metrics
- Information Technology Management
- Master Plan Implementation
- Culture Training
- Marketing

IV. CONCLUSION

In summary, my proposed goals for Fiscal Year 2016-2017 include:

- Ensure that the Strategic Plan is implemented in an effective and timely manner;

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

V. ATTACHMENTS

- General Manager Goals for Fiscal Year 2015-16 – Progress Report
- IVGID Strategic Plan 2015-2017 – Report #1 dated August 24, 2016
- General Manager Evaluation, July 2016

GENERAL MANAGER GOALS FOR FISCAL YEAR 2015-2016
Final Progress Report
October 26, 2016

General Manager Goals for Fiscal Year 2015-2016 were approved with a 5-0 vote by the Board of Trustees on November 18, 2015.

Final Report for General Manager Goals submitted in conjunction with General Manager Goals for Fiscal Year 2016-17.

Summary of Goals

Implementation of the IVGID Strategic Plan including the:

- Six Long Range Principles
- 2015-2017 Objectives for each Long Range Principle
- 2015-2016 Budgeted Initiatives for each Long Range Principle
- Strategic Plan review, refinement and improvement process
- Reassessment of Plan as needed

HIGHLIGHTS

General

- IVGID Strategic Plan adopted by Board of Trustees on September 23, 2015.
- All Objectives for 2015-2017 either completed or in process.
- All Budgeted Initiatives for 2015-2016 completed or in process.
- Adopted a Fiscal Year 2016-17 Budget that is fully aligned with District Strategic Plan.
- Both overall District Revenue and Net Operating Sources exceeded original Budget by nearly \$4 million.

Long Range Principle #1 -Resources and Environment

- Board of Trustees approved updates to Ordinance 1 on September 23, 2015.
- Board of Trustees provided direction for new Solid Waste Franchise on February 24, 2016. Updated Franchise Agreement submitted to Board of Trustees at July 7, 2016 meeting.
- Received State Lands Grant for environmental improvements/creek restoration to Incline Creek at Championship Golf Course.
- Continued to play lead role in Tahoe Water Suppliers Association's efforts to ensure an environmentally sound remediation plan for Tahoe Keys.

GENERAL MANAGER GOALS FOR FISCAL YEAR 2015-2016
Final Progress Report
October 26, 2016

- Received “Best Tasting Water Award” from Nevada Rural Water Association.

Long Range Principle #2 – Finance

- Completed Implementation of Fund Accounting for Community Services. Revised budget document format to reflect new accounting method.
- Received Government Finance Officers Association certificate for CAFR
- Implemented Performance Measures District-wide in conjunction with 2016-17 Budget. Dashboards included in budget document for all major functional areas.
- Conducted multiple budget workshops with Board of Trustees spanning the entire fiscal year.
- Provided Board of Trustees with five-year financial projections for capital improvements and debt service.
- Combined Cost of Recreation/Beach Facility remained flat for seventh consecutive year.

Long Range Principle #3 – Workforce

- Successful recruitment of new Information Technology Manager.
- Establishment of Customer Care Council to implement District Culture Training.
- Integrated District Values into Customer Service Training and Onboarding.
- Updated monitoring systems to better track Affordable Care Act requirements.
- Employee Health and Wellness Program continues to pay dividends as District health care costs did not increase in 2016.
- Employee Safety program continues to assist in keeping risk insurance premium and workers compensation rates flat.
- Department Head Evaluations retooled and aligned with Strategic Plan and District Values/Culture.

Long Range Principle #4 – Service

- Updated performance Metrics established to better measure service levels at each venue/operation.
- Net Promoter Scores continued to improve at key venues.
- Record revenues at Diamond Peak and both Golf Courses.
- New, more customer-centric Point of Sale Systems implemented at Ski, Recreation Center and Chateau Grille.

GENERAL MANAGER GOALS FOR FISCAL YEAR 2015-2016
Final Progress Report
October 26, 2016

- Memorandum of Understanding between IVGID and Red, White and Tahoe Blue approved by Board of Trustees on April 27, 2016.
- Adopted Fiscal Year 2016-17 budget includes expanded hours of service at beach facilities and higher level of customer support at both golf courses.
- Adopted Fiscal Year 2016-17 budget includes “scalability” for Food and Beverage expenditures.

Long Range Principle #5 – Assets and Infrastructure

- Diamond Peak Master Plan approved by Board of Trustees on October 21, 2015.
- Beach Facilities Plan approved by Board of Trustees on February 24, 2016.
- Tennis Facilities Study approved by Board of Trustees on August 24, 2016.
- Consultant selected for Community Services Master Plan, scheduled for Board of Trustees consideration on July 27, 2016.
- Effluent pipeline condition study ongoing. Condition analysis of the leak prone thin-walled pipeline sections is complete with recommendations forthcoming in Fiscal Year 2016/2017. Condition analysis of the thick-walled welded steel pipe is scheduled for Fall 2017.
- Updated rate studies completed, water and wastewater rates approved by Board of Trustees on April 27, 2016 continue to set aside appropriate amounts for facility maintenance and replacement.
- Beach House Design contract approved by Board of Trustees on May 18, 2016.
- Culvert Design contract approved by Board of Trustees on June 8, 2016.
- Updated Board Policies & Procedures related to Long Range Planning approved by Board of Trustees on May 18, 2016.

Long Range Principle #6 – Communication

- Communications Coordinated hired in November 2015.
- Diamond Peak Steering Committee Public Process – Final report presented to Board of Trustees on July 15, 2015.
- GM’s Subcommittee on Solid Waste included public meetings and extensive community outreach.
- GM’s Corner published in *North Lake Tahoe Bonanza* on a biweekly basis.
- Communication Plan presented to Board of Trustees on January 27, 2016.
- Communication Plan update presented to Board of Trustees on June 8, 2016.

GENERAL MANAGER GOALS FOR FISCAL YEAR 2015-2016
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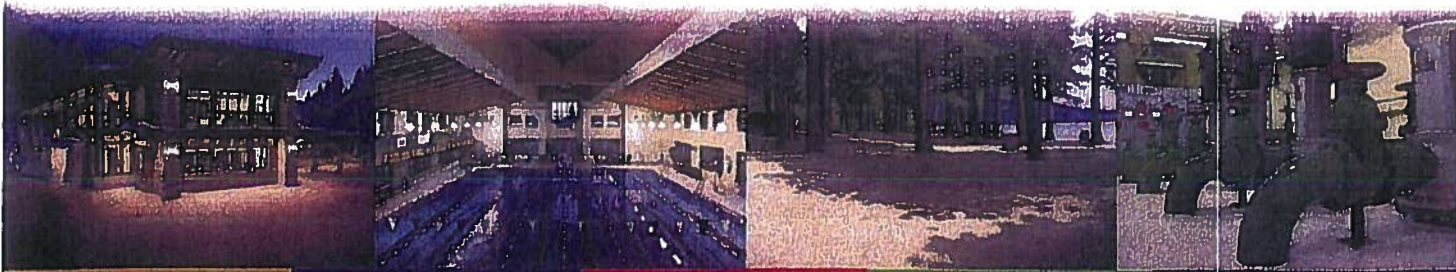
- Expanded Financial Transparency page on IVGID website.
- Proposed 2016-17 budget released on opengov.com portal on IVGID website.
- Talk2IVGID citizen communication portal released in Spring 2016.
- Agenda Management Tool training underway, implementation in summer 2016.
- Employee Newsletter re-established.
- Agreement with FlashVote! updated and extended.
- IVGID Quarterly mailed to all property owners and distributed in *North Lake Tahoe Bonanza* – over 52,000 copies in Fiscal Year 2015-16.
- Designated as Public Agency for Nextdoor.com.



Strategic Plan

2015 - 2017

Report #1 dated August 24, 2016



yourtahoeplace.com

Long Range Principles

LONG RANGE PRINCIPLE #1 Resources and Environment

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

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

Objectives for 2015-2017

1. Form a Sustainability Committee comprised of representatives from each Department to plan sustainability efforts, prioritize projects, and coordinate internal efforts to implement the best practices relating to sustainability.

Reporting Status - August 24, 2016: In progress

2. Prepare a policy for review and approval by the Board of Trustees to purchase environmentally preferable products, reuse durable products, reduce the waste stream and prevent pollution.

Reporting Status - August 24, 2016: Resolution 1836, Environmental Sustainability Statement, was adopted on April 29, 2015.

Budgeted Initiatives for 2015-2016

- A. Defensible Space, in partnership with the North Lake Tahoe Fire Protection District protecting District lands and the Tahoe Basin watershed.

Reporting Status - August 24, 2016: Done

- B. Providing leadership for the Tahoe Water Suppliers Association.

Reporting Status - August 24, 2016: Done



Budget Initiatives for 2016-2017

- A. Weekly single stream recycling beginning in October 2016, increase from every other week.
- B. Green waste recycling expanded from 12 to 16 weeks for residents
- C. Continue implementing operational changes to enhance sustainability and achieve the Sustainable Tourism Operations STOKE Certificate for the 2016/2017 ski season.

Statistics

Fiscal Year 2015-16

Single stream recycling - 1099 tons
Electronic waste recycling – 41 tons
Appliance Recycling – 12 tons
Scrap metal recycling – 17 tons
Christmas tree chipping program – 25 tons
Green waste recycling – 280 tons
Biosolids recycling – 315 tons
Household hazardous waste disposal – 27 tons

LONG RANGE PRINCIPLE #2

Finance

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

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

Objectives for 2015-2017

1. Identify appropriate performance measurement that goes beyond dollars and units service, to demonstrate quality as well as quantity.

Reporting Status - August 24, 2016: This objective is complete; dashboards created.

2. Utilize the new financial reporting structure to build understanding of the different aspects between operations, capital improvement and debt service.

Reporting Status - August 24, 2016: Begun with Fiscal Year 2015/2016 Budget, use will ongoing.

3. With allocated resources, equate service expectations and the capability to deliver.

Reporting Status - August 24, 2016: Begun with Fiscal Year 2015/2016 Budget, use will ongoing.


4. Prepare a five year projection of financial results and performance measures operations, capital improvement and debt service as a part of budget deliberations.

Reporting Status - August 24, 2016: Begun with Fiscal Year 2015/2016 Budget, use will ongoing.

Budgeted Initiatives for 2015-2016

- A. Maintain the allocation of Facility Fee components for operations, debt service and capital expenditure to provide resources for each important aspect of District activities.

Reporting Status - August 24, 2016: Complete

- 
- B. Prepare a Comprehensive Annual Financial Report to provide financial position and results of operations to a variety of users and information needs, with an independent auditor opinion.

Reporting Status - August 24, 2016: Complete

- C. Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process and document content.

Reporting Status - August 24, 2016: Complete

- D. Actively manage planning and financial reporting to inform users for decision making and sustain a strong financial base for operations and increasing net assets.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

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

LONG RANGE PRINCIPLE #3

Workforce

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

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

Objectives for 2015-2017

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

Budgeted Initiatives for 2015-2016

- A. Constantly review the fundamentals of seasonal positions, including length of service, rates of pay and eligible benefits.

Reporting Status - August 24, 2016: Complete

- B. Evaluated job descriptions and related effects anytime we have turnover in a full time position.

Reporting Status - August 24, 2016: Complete

- C. Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds.

Reporting Status - August 24, 2016: Complete

- D. Maintain the District's core values for employees of Teamwork, Integrity, Service Excellence and Responsibility.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

- A. Constantly review the fundamentals of seasonal positions, including length of service, rates of pay and eligible benefits.
- B. Evaluated job descriptions and related effects anytime we have turnover in a full time position.
- C. Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds.
- D. Maintain the District's core values for employees of Teamwork, Integrity, Service Excellence and Responsibility.
- E. Review the budget, number of positions as it relates to salary and benefits of the part time year round employees to ensure that we are able to continue to attract, maintain and retain highly qualified employees.

LONG RANGE PRINCIPLE #4 Service

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

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

Objectives for 2015-2017

1. Establish metrics through key performance indicators for each venue.

Reporting Status - August 24, 2016: Complete

2. Establish specific performance indicators to evaluate customer loyalty/satisfaction.

Reporting Status - August 24, 2016: Complete

3. Align performance metrics through industry benchmarking.

Reporting Status - August 24, 2016: Complete

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

Reporting Status - August 24, 2016: Complete


5. Explore comprehensive Customer Service measurement tool for the District.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2015-2016

- A. Each venue has time budgeted for new, returning and existing employees participate in Customer Service Training.

Reporting Status - August 24, 2016: Complete

- 
- B. Service levels are expected to remain at or above current levels. The emphasis is providing the best customer experience.

Reporting Status - August 24, 2016: Complete

- C. The District is continuing the Customer Care program for all of Community Services which includes empowerment for any actions that generate a hard cost to remedy customer satisfaction issue.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

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

LONG RANGE PRINCIPLE #5 Assets and Infrastructure

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

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

Objectives for 2015-2017

1. Set direction for the proposed Diamond Peak master plan. Reporting Status - August 24, 2016: Done; entitlement process underway and more decision points ahead.
2. Begin the update of the Community Service master plan. Reporting Status - August 24, 2016 - Underway.
3. Complete condition analysis and project scoping for the Effluent Export Project Phase II. Reporting Status - August 24, 2016 - Underway.
4. Investigate asset management/work order software for Community Service venue operations to determine applicability and resources required for implementation. Reporting Status - August 24, 2016 - Under review; Diamond Peak likely final candidate.

Budgeted Initiatives for 2015-2016

- A. Continued use of the Five Year Rate Study as a way to ensure proper funding for capital projects such as the Effluent Pipeline replacement.

Reporting Status - August 24, 2016: Complete

- B. Allocate capital expenditures in Community Services to maintain service levels, with planning for some facility replacement for facilities that are crossing 20 years of service.

Reporting Status - August 24, 2016: Complete

C. Begin the update of the Master Plan for the Beach Venues.

Reporting Status - August 24, 2016: Complete

D. Begin the update of the Master Plan for Parks and Recreation Venues.

Reporting Status - August 24, 2016: Complete

E. Work through the approval process of the proposed Diamond Peak Master Plan.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

- A. Continued use of the Five Year Rate Study as a way to ensure proper funding capital projects such as the Effluent Export Pipeline Replacement Project.
- B. Allocate capital expenditures in Community Services to maintain service levels, with planning for some facility replacement for facilities that are crossing 20-years service.
- C. Continue work on the Community Service Master Plan.
- D. Continue to work through the environmental clearances and regulatory approval process for the Diamond Peak Master Plan.
- E. Set direction on final design of the Incline Beach House Project.
- F. Begin final design of the Incline Creek Culvert Rehabilitation at Diamond Peak.
- G. Begin preliminary design for rebuilding Ski Way.

LONG RANGE PRINCIPLE #6

Communication

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

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

Objectives for 2015-2017

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

Budgeted Initiatives for 2015-2016

- A. Expand the District's approach to communication decisions for the entire District - sales, marketing and communications. All venues and Funds will be served by the new Communications Coordinator.

Reporting Status - August 24, 2016: Complete

- B. The District will be utilizing several online tools to improve Citizen Request Management and Financial Transparency.


Reporting Status - August 24, 2016: Complete

- C. The District will replace existing Point of Sales systems to improve service delivery and extend capacity for registration and purchases.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

- A. Branding – complete a community wide process to provide better recognition and utilization of District recreational venues.
- B. Community Services Master Plan – conduct an 18-month to two year process including community surveys, workshops, and planning to understand and document the



communities desires and expectations for recreation and facilities in the next ten fifteen years.

- C. Customer Services Annual Survey – craft a community wide survey instrument identify satisfaction with all IVGID provided services and facilities which will implemented yearly.



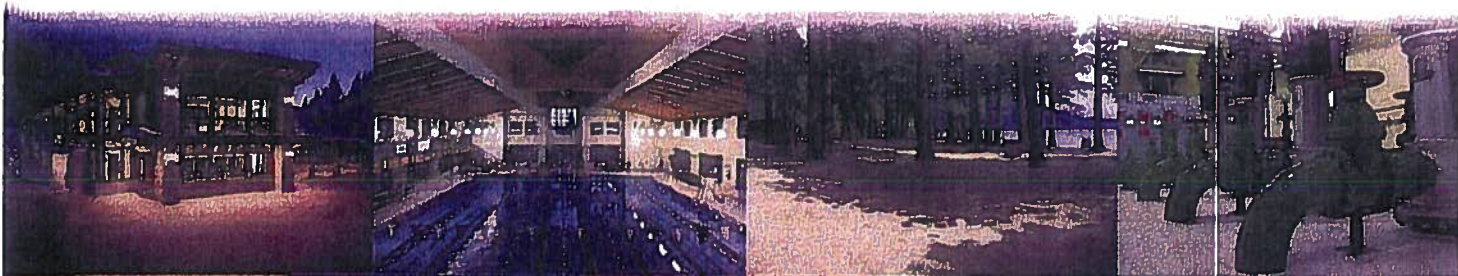
Incline Village General Improvement District

893 Southwood Boulevard

Incline Village, Nevada 89451

Telephone Number: 775-832-1100

Questions: info@ivgid.org



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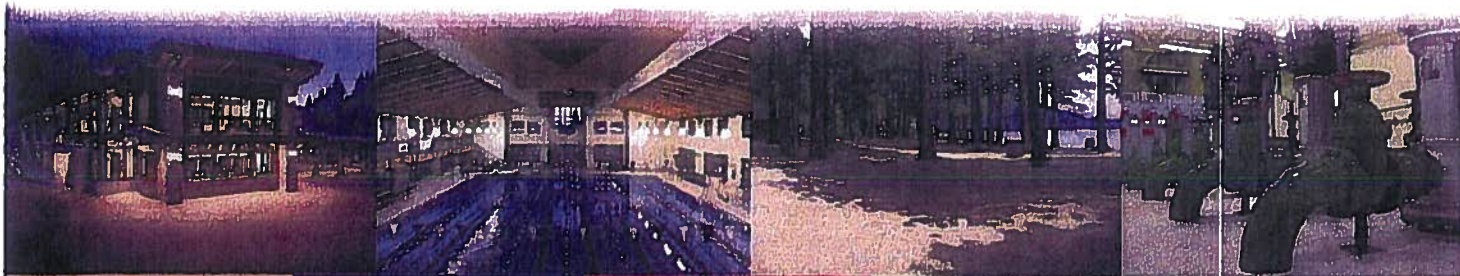
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because we always have the ability to terminate the contract earlier so there are outs along the way. Trustee Callicrate said with a three year contract that has a termination option it does cost the District to terminate early as this agreement is written as such. Year to year to him is the way he would like to go as he feels more comfortable being on a yearly basis. Chairwoman Wong said that she is not opposed to a three year term with an annual review process as there are termination clauses and it is in the District's interest to have legal counsel and that their expertise does carry over. The list of things they have done is extensive and it doesn't cover everything they have done to serve our community. Trustee Hammerel said he is extremely aware/sensitive to the fact that he will not be sitting up here next January and that Trustees Callicrate and Wong will certainly be sitting here so he would bow to their desires. Trustee Callicrate wants to go one way, Chairwoman Wong wants to go another way, he will vote yes as he has been extremely pleased but he will let the two Trustees decide. Trustee Callicrate offered a two year agreement with evaluation.

Trustee Dent made a motion to direct the District General Manager to negotiate a contract for services with the law firm of RKG Lawyers LLC for a term of two (2) years for Board consideration at a future meeting of the Board of Trustees to include an annual review and termination clause. Trustee Horan seconded the motion. Chairwoman Wong asked for any further comments, receiving none, called the question and the motion was unanimously passed.

G.8. Review, discussion and possible action on District General Manager Steven J. Pinkerton annual performance evaluation (Requesting Staff Member Director of Human Resources Dee Carey; discussion will be lead by Chairwoman Kendra Wong)

Director of Human Resources Dee Carey gave an overview of the submitted materials included in the Board packet. Following that overview, she handed the item over to Chairwoman Wong to lead discussion.

Trustee Horan said that he has the shortest tenure, on the Board, at seven or eight months and stated that he has had a lot of conversations with the General Manager who is moving us forward all the time. He wears him out with all the data for the things we have done and feels that he is making our managers better managers. The General Manager has instilled a lot of

confidence in his Senior Team and he likes working with them. It has been a difficult time politically with the changes that have taken place on the Board but that he is very confident that he is making us a better District.

Chairwoman Wong said that she highlighted too that the turnover on the Board couldn't have been easy and that she appreciates the time the General Manager spends with all of us and that spending that time with her so she feels comfortable allows her to ask questions and push back. The General Manager and Staff are always extremely responsive.

Trustee Hammerel said that agrees with the comments made and noted that the General Manager has put together a great team. His insight has been great and congratulated him on his years of services. He asked if the General Manager had any questions on his review; General Manager Pinkerton said he appreciates all the clear and concise comments.

Trustee Hammerel made a motion that the Incline Village General Improvement District's General Manager Steven J. Pinkerton has had his performance evaluation presented in public on July 27, 2016. The Board of Trustees moves to give the Incline Village General Improvement District's General Manager Steven J. Pinkerton an overall performance evaluation rating of *meets requirements*. Trustee Callicrate seconded the motion. Chairwoman Wong asked for any further comments, receiving none, called the question and the motion was unanimously passed.

G.9. Review, discussion and possible action on Incline Village General Improvement District General Manager Steven J. Pinkerton's Employment Agreement - Automatically renew and extend the General Manager Employment Agreement for an additional three year term beginning on April 28, 2017 and ending on April 27, 2020 (Requesting Staff Member: Director of Human Resources Dee Carey; discussion will be lead by Chairwoman Kendra Wong)

Director of Human Resources Dee Carey gave an overview of the submitted materials included in the Board packet. Following that overview, she handed the item over to Chairwoman Wong to lead discussion on term only.

Trustee Horan said this is about renewal only and not terms. Chairwoman Wong said that we are renewing it as it stands. Trustee Callicrate said that he wants to express that it is more appropriate to be on a yearly basis as that is what it was when he was previously on the Board and that he would request it go to a yearly basis. Chairwoman Wong said that she disagrees because given the turnover on the Board and the turnover that we are about to have that it is important to have a General Manager that stays on. There is a review process that allows for a performance plan if the General Manager is not meeting the requirements and then the termination clause comes into play; she feels it is important to have a stable General Manager position. Trustee Callicrate said he disagrees. Trustee Horan said that this is why the Board has multiple members so he both agrees and disagrees. It is very important to have consistency within the General Manager position and it is appropriate to have clauses to do something when required which gives him the confidence of retention and to have a revolving General Manager would be a slippery slope. Trustee Callicrate said that the prior General Manager was here for twelve to fourteen years so he understands the concerns and he is going by what has happened prior to that. Trustee Hammerel said he is sensitive to the issue of not being here but that the contract has certain clauses, like 7.1 and 7.2, which are about resignation, etc. thus it makes it so he doesn't have a huge concern. Complacency is combated by the annual review process so he isn't concerned about complacency so in weighing those competing elements, he is happy we are doing a three year agreement if the rest of the Board agrees. Our General Manager deserves it as he is doing a great job and he has no fear of not performing at this level or higher during the next three years. Trustee Dent thanked the Board for doing the General Manager's review prior to the renewal. As to the extension, we can't change the actual term without giving notice of non-renewal so our hands are tied as we have to either move forward with a three year extension or give notice. Trustee Hammerel said that was a great analysis by Trustee Dent and that legally we don't need to do anything tonight but have a formal motion to renew.

Trustee Horan made a motion that the Board of Trustees automatically renew and extend the General Manager Employment Agreement for an additional three year term beginning on April 28, 2017. Trustee Hammerel seconded the motion. Chairwoman Wong asked for any further comments, receiving none, called the question and the motion was unanimously passed.