

## MEMORANDUM

**TO:** Board of Trustees

**FROM:** Steve Pinkerton  
General Manager

**SUBJECT:** General Manager Goals for Fiscal Year 2015-2016

**DATE:** November 10, 2015

---

### **I. RECOMMENDATION**

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

### **II. BACKGROUND**

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

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

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

### **III. COMMENTS**

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

The Strategic Plan included the following sections:

- Introduction
- Strategic Planning Process
- Statements

Long Range Principles  
Implementation  
Reassessment

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Communications and Public Relations

Performance Metrics

Information Technology Management

Master Plan Implementation

Culture Training

Solid Waste Franchise

Marketing

#### **IV. CONCLUSION**

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

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

Execute all the implementation actions outlined in the Strategic Plan;

Monitor external factors and reassess elements of the Strategy, as necessary; and

Focus appropriate energies on the elements of the Plan which require the highest level of direct involvement from the General Manager.

**V. ATTACHMENTS**

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



# Strategic Plan

2015 - 2017



[yourtahoeplace.com](http://yourtahoeplace.com)

# Board of Trustees



**Kendra Wong**  
CHAIRWOMAN



**Jim Hammerel**  
VICE CHAIRMAN



**Bill Devine**  
TREASURER



**Tim Callicrate**  
SECRETARY

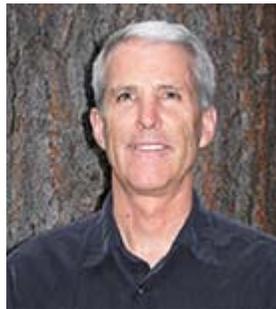


**Matthew Dent**  
TRUSTEE

## Senior Management Team



**Brad Johnson**  
Director of Asset  
Management



**Brad Wilson**  
General Manager  
Diamond Peak Ski Resort



**Dee Carey**  
Director of Human  
Resources



**Gerry Eick**  
Director of Accounting,  
Risk Management  
and IT



**Joe Pomroy**  
Director of Public  
Works



**Steven Pinkerton**  
District General  
Manager



**Susan Herron**  
District Clerk/  
Executive Assistant



**Indra Winqest**  
Director of  
Parks and Recreation

# Introduction

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

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

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

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

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

The benefits of strategic planning include:

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

# Strategic Planning Process

Board of Trustees Policy 1.1.0 states:

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

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

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

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



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

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

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

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

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

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

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

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

# Statements

## IVGID's Vision Statement

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

## IVGID's Mission Statement

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

## IVGID's Value Statement

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

## IVGID's Mantra Statement

One District • One Team

# Long Range Principles

## LONG RANGE PRINCIPLE #1 Resources and Environment

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

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

### Objectives for 2015-2017

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

### Budgeted Initiatives for 2015-2016

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

## LONG RANGE PRINCIPLE #2

### Finance

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

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

#### Objectives for 2015-2017

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

#### Budgeted Initiatives for 2015-2016

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

## LONG RANGE PRINCIPLE #3 Workforce

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

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

### Objectives for 2015-2017

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

### Budgeted Initiatives for 2015-2016

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

## LONG RANGE PRINCIPLE #4 Service

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

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

### Objectives for 2015-2017

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

### Budgeted Initiatives for 2015-2016

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

## LONG RANGE PRINCIPLE #5 Assets and Infrastructure

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

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

### Objectives for 2015-2017

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

### Budgeted Initiatives for 2015-2016

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

## LONG RANGE PRINCIPLE #6

### Communication

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

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

#### Objectives for 2015-2017

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

#### Budgeted Initiatives for 2015-2016

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

# Implementation

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

## Budget Initiatives

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

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

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

## Review Process

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

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

- The District's General Manager will have the responsibility of being the Strategic Plan Manager to ensure successful implementation.
- Regular reporting of the Strategic Plan's progress should occur. Break the Strategic Plan into separate fiscal years and report, one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of actions that support the goal's completion. Actions are developed prior to each year. Each year's data will be entered on a spreadsheet that lists the Themes, Objectives, Initiatives, supporting actions and associated start and completion dates, as well as the staff person responsible for the Initiative.
- At the end of the year, perform an annual review and documentation of progress on initiatives.
- Provide an update on the Plan's implementation and results on an annual basis.
- Conduct Staff meetings on a quarterly or semi-annual basis to review the Strategic Plan's progress and results and report on progress to the Board of Trustees.
- The performance appraisal process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion. Also, performance criteria should be aligned with values of the District such as innovation, teamwork, and accountability.
- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators. (Lagging indicators or outcomes measure past performance; leading indicators or performance drivers assist in establishing future performance.)
- After completion of the first year of the Strategic Plan and baseline results are quantified, targets should be initiated for the measurement system.
- After each year of the Strategic Plan, the Staff should review the Strategic Plan's process and re-tool any parts of the process that need improvement. This review should include a "just-in-time review" of the following year's Initiatives to determine if priorities have changed. The review of Initiatives should tie into the budget process
- Staff meetings should regularly include discussion of strategy. Create a visualization process to emphasize the Strategic Plan's importance and the District's commitment to execution. For example, posting charts on office walls of each year's initiatives, with a check-off column, can provide a visual tracking of initiative completion.

# Reassessment

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

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

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



**Incline Village General Improvement District**

893 Southwood Boulevard

Incline Village, Nevada 89451

**Telephone Number: 775-832-1100**

**Questions: [info@ivgid.org](mailto:info@ivgid.org)**



**[yourtahoepace.com](http://yourtahoepace.com)**

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

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

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

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

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

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

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

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

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

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

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

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

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

Trustee Hammerel made a motion that the Incline Village General Improvement District's General Manager Steven J. Pinkerton has had his performance evaluation presented in public on August 26, 2015. The Board of Trustees moves to give the Incline Village General Improvement District's General Manager Steven J. Pinkerton an overall performance evaluation rating of meets requirements. Trustee Wong seconded the motion.

Chairman Smith opened the matter for public comment.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



# NOTICE OF MEETING

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

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

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

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

- D. APPROVAL OF AGENDA (for possible action)

---

#### Incline Village General Improvement District

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

*Tahoe basin.*

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

[www.ivgid.org](http://www.ivgid.org)

# NOTICE OF MEETING

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

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



# NOTICE OF MEETING

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

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

## G. DISTRICT STAFF UPDATE

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

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

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

## I. REPORTS TO THE IVGID BOARD OF TRUSTEES\*

1. District General Counsel Devon Reese



# NOTICE OF MEETING

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

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

---

## CERTIFICATION OF POSTING OF THIS AGENDA

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

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

*/s/ Susan A. Herron, CMC*

Susan A. Herron, CMC

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

---

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

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

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

**MEMORANDUM**

**TO:** Board of Trustees

**FROM:** Dee Carey  
Director of Human Resources

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

**DATE:** August 12, 2015

---

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

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

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

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

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

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

This is the Board of Trustees agenda item and thus they are free to openly discuss their thoughts regarding the evaluation. The purpose of the evaluation is to rate how the District's General Manager has performed against his goals and rate him in the seven competencies from the evaluation that was approved in November 2014.

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

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

The Incline Village General Improvement District's General Manager Steven J. Pinkerton has had his performance evaluation presented in public on August 26, 2015. The Board of Trustees moves to give the Incline Village General Improvement District's General Manager Steven J. Pinkerton an overall performance evaluation rating of **EITHER** needs improvement, meets requirements, or exceeds requirements.

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

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

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

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

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

**SMITH**

**A. POLICY FACILITATION AND BOARD RELATIONSHIP**

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

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

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

**B. LEADERSHIP EFFECTIVENESS**

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

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

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

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

**SMITH**

**C. PLANNING, INITIATIVE, RISK-TAKING**

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

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

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

**D. FUNCTIONAL AND OPERATIONAL MANAGEMENT**

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

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

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

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

**SMITH**

**E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION**

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

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

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

**F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT**

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

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

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

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

**SMITH**

**G. HUMAN RELATIONS SKILLS**

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

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

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

**H. SUMMARY EVALUATION**

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

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

**Overall Evaluation:**

Exceeds Requirements     Meets Requirements     Needs Improvement

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Board Vice Chair

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Board Treasurer

\_\_\_\_\_  
Board Trustee

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date

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

**SMITH**

**COMMENTS:**

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

**Financial Reporting:**

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

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

**SMITH**

**Recommendations:**

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

**Positive Performance:**

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

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

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

**SMITH**

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

**Job Performance Concerns:**

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

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

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

**SMITH**

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

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

**SMITH**

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

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

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

**SMITH**

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

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

**SMITH**

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

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

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

**SMITH**

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

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

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

**SMITH**

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

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

**SMITH**

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



### TEAMWORK

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

Behaviors:

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

---

### INTEGRITY

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

Behaviors:

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

---

### SERVICE

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

Behaviors:

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

---

### RESPONSIBILITY

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

Behaviors:

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

---

### EXCELLENCE

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

Behaviors:

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



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

**A. POLICY FACILITATION AND BOARD RELATIONSHIP**

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

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

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

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

**B. LEADERSHIP EFFECTIVENESS**

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

	Rating
Coaching/Mentoring – Provides direction, support, feedback and recognition to enable others to meet their potential.	MR
Team Leadership – Facilitates teamwork between departments, with the Board of Directors, and with the community.	MR
Empowerment – Creates a work environment that encourages responsibility and decision-making at all levels.	ER
Delegation – Assigns responsibility to others effectively. Supports innovative problem-solving by involving others in implementing better methods and procedures.	MR

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

HAMMEREL

Role Model – Sets a professional example and strong work ethic in and out of the workplace. Inspires others to achieve results.	MR
Fairness – Consistently strives to be fair and consistent in working relationships, and shows respect for others. Shows appreciation for the contributions of staff.	MR

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

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

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

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

**C. PLANNING, INITIATIVE, RISK-TAKING**

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

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

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

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

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

HAMMEREL

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

**D. FUNCTIONAL AND OPERATIONAL MANAGEMENT**

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

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

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

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

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

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

HAMMEREL

**E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION**

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

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

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

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

**F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT**

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

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

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

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

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

HAMMEREL

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

**G. HUMAN RELATIONS SKILLS**

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

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

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

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

**H. SUMMARY EVALUATION**

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

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

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

HAMMEREL

Overall Evaluation:

     Exceeds Requirements      X   Meets Requirements         Needs Improvement

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Board Vice Chair

Jim Hammerel  
Board Secretary

\_\_\_\_\_  
Board Treasurer

\_\_\_\_\_  
Board Trustee

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date

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

**A. POLICY FACILITATION AND BOARD RELATIONSHIP**

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

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

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

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

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

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

Proposed Goals for 2015-2016:

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

**B. LEADERSHIP EFFECTIVENESS**

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

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

WONG

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

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

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

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

Proposed Goals for 2015-2016:

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

**C. PLANNING, INITIATIVE, RISK-TAKING**

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

	Rating
Strategic planning – Facilitates planning processes for the District to anticipate future needs and trends. Articulates a vision to the District and the community.	MR
Plan implementation - Creates implementation plans which follow the adopted direction of the Board.	Unable to assess at this time
Initiative – Demonstrates a personal orientation toward action and accepting responsibility for results. Resists the status quo and removes barriers which delay progress toward goals.	MR

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

WONG

Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	Unable to assess at this time
---	-------------------------------

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

Proposed Goals for 2015-2016:

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

**D. FUNCTIONAL AND OPERATIONAL MANAGEMENT**

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

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

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

Proposed Goals for 2015-2016:

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

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

WONG

**E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION**

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

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

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

Proposed Goals 2015-2016:

- Actively engage the community in discussions about venues.

**F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT**

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

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

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

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

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

WONG

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

**G. HUMAN RELATIONS SKILLS**

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

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

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

**H. SUMMARY EVALUATION**

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

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

**Overall Evaluation:**

\_\_\_\_\_ Exceeds Requirements      x   Meets Requirements    \_\_\_\_\_ Needs Improvement

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Board Vice Chair

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

**Devine**

**A. POLICY FACILITATION AND BOARD RELATIONSHIP**

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

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

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

**B. LEADERSHIP EFFECTIVENESS**

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

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

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

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

**Devine**

**C. PLANNING, INITIATIVE, RISK-TAKING**

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

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

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

**D. FUNCTIONAL AND OPERATIONAL MANAGEMENT**

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

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

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

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

**Devine**

**E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION**

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

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

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

**F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT**

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

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

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

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

**Devine**

**G. HUMAN RELATIONS SKILLS**

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

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

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

**H. SUMMARY EVALUATION**

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

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

**Overall Evaluation:**

\_\_\_\_ Exceeds Requirements      X   Meets Requirements    \_\_\_\_\_ Needs Improvement

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Board Vice Chair

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Board Treasurer

\_\_\_\_\_  
Board Trustee

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date

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

**A. POLICY FACILITATION AND BOARD RELATIONSHIP**

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

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

Comments: SEE PAGE 1 and 2; ATTACHMENTS

**B. LEADERSHIP EFFECTIVENESS**

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

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

Comments: SEE PAGE 2 and 3; ATTACHMENTS

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

**C. PLANNING, INITIATIVE, RISK-TAKING**

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

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

Comments: SEE PAGE 3 and 4; ATTACHMENTS

**D. FUNCTIONAL AND OPERATIONAL MANAGEMENT**

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

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

Comments: SEE PAGE 4; ATTACHMENTS

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

**E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION**

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

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

Comments: SEE PAGE 5 ATTACHMENTS

**F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT**

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

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

Comments: SEE PAGE 5; ATTACHMENTS

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

**G. HUMAN RELATIONS SKILLS**

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

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

Comments: SEE PAGE 6; ATTACHMENTS

**H. SUMMARY EVALUATION**

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

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

**Overall Evaluation:**

       Exceeds Requirements           Meets Requirements      X   Needs Improvement

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Board Vice Chair

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Board Treasurer

\_\_\_\_\_  
Board Trustee

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date

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

**ATTACHMENT**

**A. POLICY FACILITATION AND BOARD RELATIONSHIP**

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

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

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

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

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

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

**ATTACHMENT**

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

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

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

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

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

**ATTACHMENT**

**B. LEADERSHIP EFFECTIVENESS**

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

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

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

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

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

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

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

**ATTACHMENT**

**C. PLANNING, INITIATIVE, RISK-TAKING**

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

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

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

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

**D. FUNCTIONAL AND OPERATIONAL MANAGEMENT**

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

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

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

**ATTACHMENT**

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

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

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

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

**E. REPRESENTATION, ADVOCACY AND CITIZEN PARTICIPATION**

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

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

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

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

**ATTACHMENT**

**F. INTEGRITY, COMMUNICATIONS AND PERSONAL DEVELOPMENT**

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

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

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

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

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

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

**G. HUMAN RELATIONS SKILLS**

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

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

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

**Incline Village General Improvement District  
General Manager Evaluation Form  
Performance Review Period: April 28, 2014 to July 24, 2015**

**PINKERTON**

**A. POLICY FACILITATION AND BOARD RELATIONSHIP**

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

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

**Comments:**

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

**Incline Village General Improvement District  
General Manager Evaluation Form  
Performance Review Period: April 28, 2014 to July 24, 2015**

**PINKERTON**

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

**B. LEADERSHIP EFFECTIVENESS**

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

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

**Comments:**

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

**Incline Village General Improvement District  
General Manager Evaluation Form  
Performance Review Period: April 28, 2014 to July 24, 2015**

**PINKERTON**

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

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

**C. PLANNING, INITIATIVE, RISK-TAKING**

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

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

**Comments:**

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

**Incline Village General Improvement District  
General Manager Evaluation Form  
Performance Review Period: April 28, 2014 to July 24, 2015**

**PINKERTON**

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

**D. FUNCTIONAL AND OPERATIONAL MANAGEMENT**

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

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

**Comments:**

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

**Incline Village General Improvement District  
General Manager Evaluation Form  
Performance Review Period: April 28, 2014 to July 24, 2015**

**PINKERTON**

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

**E. REPRESENTATION, ADVOCACY, AND CITIZEN PARTICIPATION**

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

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

**Comments:**

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

**Incline Village General Improvement District  
General Manager Evaluation Form  
Performance Review Period: April 28, 2014 to July 24, 2015**

**PINKERTON**

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

**F. INTEGRITY, COMMUNICATIONS, AND PERSONAL DEVELOPMENT**

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

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

**Comments:**

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

**Incline Village General Improvement District  
General Manager Evaluation Form  
Performance Review Period: April 28, 2014 to July 24, 2015**

**PINKERTON**

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

**G. HUMAN RELATIONS SKILLS**

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

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

**Comments:**

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

**H. SUMMARY EVALUATION**

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

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

**Incline Village General Improvement District  
General Manager Evaluation Form  
Performance Review Period: April 28, 2014 to July 24, 2015**

**PINKERTON**

**Overall Evaluation:**

\_\_\_ Exceeds Requirements \_\_\_ **X** Meets Requirements \_\_\_ Needs Improvement

\_\_\_\_\_  
Board Chair

\_\_\_\_\_  
Board Vice Chair

\_\_\_\_\_  
Board Secretary

\_\_\_\_\_  
Board Treasurer

\_\_\_\_\_  
Board Trustee

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Date