

MEMORANDUM

TO: Board of Trustees

FROM: Erin Feore
Director of Human Resources

SUBJECT: Review, discuss, and possibly approve the District General Manager Goals for Fiscal Year 2022-2023 **and** set a date for the District General Manager's Performance Evaluation

DATE: September 20, 2022

I. RECOMMENDATION

The Director of Human Resources recommends that the Board of Trustees review, discuss and possibly approve the District General Manager's proposed goals for Fiscal Year 2022-2023 and set a date for the District General Manager's Performance Evaluation. It is recommended that the goals set are specific, measurable, achievable, relevant and time-bound.

II. BACKGROUND

On June 8, 2022, the Board of Trustees conducted District General Manager Winquest's annual performance evaluation. Following this evaluation, District General Manager Winquest had proposed and submitted to the Board of Trustees recommendations of goals for the Board of Trustees to consider.

District General Manager Winquest's employment contract, as approved by the Board of Trustees on June 8, 2022, includes the following provisions regarding his evaluation:

3.3 In accordance with Section 7 below, the Board of Trustees shall conduct annual evaluations of the District General Manager's performance and the Board of Trustees shall consider the results of these performance evaluations when deciding whether to provide additional compensation. However, all salary increases and/or performance incentives shall be provided in the sole discretion of the Board of Trustees.

7.1 Annually, or at such other time as desired by the Board of Trustees, the Board of Trustees and the District General Manager shall meet to evaluate the performance of the District General Manager on a date mutually determined by both parties.

7.2 The Board of Trustees may, in its sole discretion, use any professional assistance in establishing standards, including but not limited to an agreed-upon facilitator.

7.3 Nothing in this provision shall be construed to require the Board of Trustees to grant District General Manager pay increases based on the performance standards, if any, mentioned above nor to limit in any manner the discretion of the Board of Trustees to grant or not grant increases.

7.4 Nor shall anything in this Agreement be construed to require the Board of Trustees to evaluate the District General Manager solely upon the performance standards, if any, mentioned above, nor to limit the discretion of the Board of Trustees to evaluate the District General Manager as it deems necessary in the sole discretion of the Board of Trustees.

The Board of Trustees sets the date of the District General Manager's performance evaluation to be no later than June 30, 2023 and conducted at a meeting closest to that date but not later than that date. District General Manager Winqest's performance evaluation must be conducted in public as provided in Nevada Revised Statutes 241.031. It is important to be mindful that it would be advantageous to have the evaluation date to be coordinated with the District's annual budget cycle.

III. COMMENTS

On August 31, 2022, the Board of Trustees instructed the Director of Human Resources to prepare a document noting recommended goals previously provided by each Trustee. Following is the draft document of recommended goals for District General Manager Winqest.

District General Manager Indra Winqest 2022-2023 Evaluation Period Goals

- 1. Time Management/Task Delegation:** Overall goal is for District General Manager Winqest to improve his time management and task delegation to reduce or avoid missed deadlines, delayed projects, inaccurate reporting, etc. Recommended steps to achieving goal include:
 - A.** *Avoid excessive interruption and distractions that detract from time working on projects.*
 - i.** *Create weekly lists of time-sensitive, deadline-driven projects.*
 - ii.** *Set deadlines to assist with focus and concentration.*
 - B.** *Delegate duties to appropriate staff; temper participation in projects or reports to reduce time spent executing in increase time spent guiding the development and accountability of staff.*
 - C.** *Utilizing appropriate members of the Senior Leadership team and their staff to ensure timely completion of Board initiatives and projects. This may include (list is not meant to be all inclusive but rather examples of initiatives and projects):*
 - i.** *Public Works: Oversee and guide to ensure projects are delivered according to budget, plan and policy. Ensure the delivery of the Risk and Resilience Assessments (RRA) and Emergency Response Plans (ERP) for the sanitary sewer system, including the Lakeshore raw sewage holding pond.*
 - ii.** *Administration: Agendas are complete and accurate; timely posting of meeting minutes; materials referenced in Board memorandums (included in the Board packets) are complete and accurate, based on information available at the time of creation; updated long range calendar items; etc. Provide seasonal reports on venue financial performance, employee hiring, retention and satisfaction statistics. Ensure Trustees and Committee Members are assisted, as needed, with fulfilling their roles.*
 - iii.** *Venue Managers: Oversee and guide managers with budget creation, management and execution. Continue to oversee the refinement and implementation of procedures in support of the District Pricing Practice.*

- 2. Internal Controls:** Overall goal is for District General Manager Winqest to continue overseeing the updating, refining, and strengthening District Internal Controls across all venues and operations. Recommended steps to achieving goal include:
 - A.** *Using the District's multi-year strategic plan:*
 - i.** *Identify the annual goals and objectives by venue/operations.*
 - ii.** *Collaborate with the Senior Leadership team to evaluate current processes and controls.*
 - iii.** *Identify deficiencies and oversee process improvements.*
 - iv.** *Identify and recommend, for Board review and possible approval, a consultant to lead the Board of Trustees (in 2023) through a strategic planning process.*

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

- B. *Further refine, if necessary, Ordinance 7 and recommend for review and approval by the Board potential procedural changes.*
 - C. *Formulate a recommendation and present to the Board a strategy for punch card provisions.*
5. **Effectively manage the 2021 – 2023 District Strategic Plan:** Overall goal is for District General Manager Winquest to Work with the Senior Leadership team to monitor and review progress of Board approve Strategic Plan initiatives. Recommended steps to achieving goal include:
- A. Regularly meet with and discuss each staff members' strategic goals and initiatives to evaluate progress.
 - B. Provide guidance and direction to staff to ensure goals and initiatives remain on task for timely completion.
 - C. Provide updates to Board of Trustees on progress of each approved initiatives through the General Manager Report.