

**MEMORANDUM**

**TO:** Board of Trustees

**FROM:** Sara Schmitz, Chair

**SUBJECT:** Review, discuss and identify the board's goals for 2024

**DATE:** January 1, 2024

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In December of 2023, the board received governance training and discussed the provided, and attached, Guide to Decision Making. The first step is to clearly define the problem(s) to be solved followed by generating ideas on possible solutions to the identified problem(s). By using this approach, the board has tools and a framework to help define the problems to be addressed over the year. The clearly defined problems faced by the district, when prioritized, help the board define what it would like to accomplish, in other words the Board's goals for the year. Beginning our new year with goals, the board may more clearly and precisely provide direction for staff and sets the board and staff up for a successful year.

The ideas presented below, for the board's discussion and consideration, have been reviewed with the Interim General Manager and the Interim Director of Finance. The feedback from them both was that they felt this approach would be helpful for staff and bring clarity to the issues the board wants to address this coming year. The "problems" and "potential solutions" are not an exhaustive list, but are for the board to discuss and modify, as they see fit.

The board may choose to:

1. Prioritize based upon the impact each problem has on the broader community and the ease or difficulty to solve the problem.
2. Identify how success would be measured. What would solving the problem look like?

**The desired outcome is for the board to agree upon "problems" observed along with potential solutions (steps 1 and 2 of the Decision Making process). The possible solutions will be the roadmap for our year of working together as a board.**

## **OVERALL GUIDE TO DECISION MAKING (from Governance Science Group, Inc.)**

### **Decision Stages:**

#### **1. What's the problem to be solved? How many are impacted by this problem and how easy is it to solve?**

- a. We have an Interim General Manager. Other senior management positions will be filled by the Interim General Manager/General Manager and the Senior Staff. The board's focus is to fill the role of General Manager since the General Manager is the only employee of the board.
- b. The District's contract with legal counsel expired as of 12/31/2023.
- c. Board packet materials are at times too vague and don't lead to quick decision making.
- d. Lack of community engagement and knowledge of board activities.
- e. The District's annual audits have consistently identified material and substantial weaknesses in our annual audit report. Most frequently have been issues related to internal controls.
- f. Punchcards have been an ongoing challenge for accounting, confusing for our constituents and have an impact on our point-of-sale systems (anticipated to be replaced beginning in 2025).
- g. Tension and concerns between the board, the various golf committees, and the community.
- h. There continues to be a lack of understanding of the board's direction related to maintaining our infrastructure/venues and the pricing policy for services.
- i. Policy and Procedure Number 136 (AKA as the free speech policy) created conflict and complaints from constituents. Emails received by the board included complaints of being an involuntary audience and having a negative impact on the enjoyment of recreation facilities, both violating the policy.
- j. Board priority projects have not been advanced as anticipated. The Incline Beach project and the Skate Park improvements are two examples from 2022.
- k. Contracts and project management to contracts continue to be areas for improvement.
- l. The District is without a current strategic plan.

#### **2. Possible Solutions - Prioritize it – Why now?**

- a. Ideas for consideration each *identified problem* include:
  - i. *We have an Interim General Manager.*
    - 1. Develop an employment contract and hire a General Manager.**

- ii. *The District's contract with legal counsel expired as of 12/31/2023.*
  - 1. **It is anticipated the board will approve an extension of the contract, with a mutually agreed upon termination clause. That action, if taken, will allow the board to work with the new General Manager and determine if an RFP is to be solicited.**
- iii. *Board packet materials are at times too vague and don't lead to quick decision making.*
  - 1. **Implement a new format for board memos that answer the decision-making questions to allow the board to make quicker decisions. This stems from the board's training with FlashVote.**
- iv. *Lack of community engagement and knowledge of board activities.*
  - 1. **Conduct quarterly town hall meetings.**
  - 2. **Produce a board synopsis in a timely manner.**
  - 3. **Continue to strive for improved financial transparency. OpenGov, reporting, etc.**
- v. *The District's annual audits have consistently identified material and substantial weaknesses in our annual audit report. Most frequently have been issues related to internal controls.*
  - 1. **The DOF is to complete the necessary staffing to address the long-standing issues related to accurate and timely financial reports, the development and adherence to Internal Controls and management to Standard Operating Procedures.**
  - 2. **The DOF to identify the items in the Moss Adams report (dated August 25, 2022) to be addressed in the 2024-25 fiscal year.**
- vi. *Punchcards have been an ongoing challenge for accounting, confusing for our constituents and have an impact on our point-of-sale systems (anticipated to be replaced beginning in 2025).*
  - 1. **The board and staff work together to find a better solution for the constituents and the District. This will require identifying all of the problems with punchcards and identifying proposed solutions and an implementation plan.**

- vii. *Tension and concerns between the board, the various golf committees, and the community.*
  - 1. **The board and the golf clubs develop and execute MOU's for transparency and clear understanding.**
- viii. *There continues to be a lack of understanding of the board's direction related to maintaining our infrastructure/venues and the pricing policy for services.*
  - 1. **Affirm the board desires the water infrastructure, sewer infrastructure, Community Services venues, our beaches and our parks are being adequately maintained. Maintenance includes both expenses as well as periodic capital improvement projects to extend the life of District assets.**
  - 2. **During the budgeting process, for staff to present to the Board the current state of District-wide maintenance, deferred maintenance, and ongoing maintenance needs.**
  - 3. **During the budgeting process, for staff to clarify in the pricing policy and pricing pyramid how rates for programs, services, charges for services are determined.**
  - 4. **Set rates for water and sewer that ensure fund balance is on a trajectory to comply with Board Policy.**
- ix. *Policy and Procedure Number 136 (AKA as the free speech policy) created conflict and complaints from constituents. Emails received by the board included complaints of being an involuntary audience and having a negative impact on the enjoyment of recreation facilities, both violating the policy.*
  - 1. **Update Policy and Procedure Number 136 to specifically identify areas at each venue for free speech.**
- x. *Board priority projects have not been advanced as anticipated. The Incline Beach project and the Skate Park improvements are two examples from 2022.*
  - 1. **The District Project Manager provides quarterly updates on the status of all projects to ensure the board is informed of the progress of prioritized, budgeted projects.**
  - 2. **Select design with cost estimates for the Incline Beach house that include improved ingress and**

**egress for cars and pedestrians. Construction to be completed in 2025.**

- 3. Complete the Skate Park improvements in compliance with the \$250,000 ARPA Grant from Washoe County.**
- 4. Complete a comprehensive 5-year Capital Improvement plan with a planned deliverable schedule and high-level cost estimates for each project to be completed in the 5 years. Ideas for inclusion on the plan include, but are not limited to the following:**

- a. The effluent pipeline project is on schedule.
- b. Complete the installation of the effluent storage tank.
- c. Priorities identified in the FlashVote survey include improvements at Snowflake Lodge and expansion of the Recreation Center. These two were significantly the highest of importance to our community.
- d. Plan for implementation of a new Point-of-Sale system (this is a staff priority).
- e. Others?
- f.

- xi. Contracts and project management to contracts continue to be areas for improvement.**

- 1. The Interim General Manager/General Manager and senior staff to set expectations and accountability.**
- 2. The Interim General Manager/General Manager set expectations and accountability to ensure all contracts and MOU's are up to date and in compliance for periodic board review (on the long range calendar to comply with the contract/MOU).**

- xii. The District is without a current strategic plan.**

- 1. Based upon the Moss Adams report (dated August 25, 2022), for the board to determine how best to move this effort forward. It may include hiring a consultant to facilitate the process and draft a plan for possible board approval.**

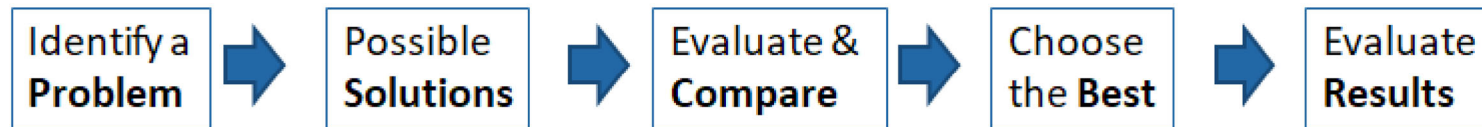
- 3. Evaluate and Compare - What are the possible solutions? Generate ideas and evaluate solutions. What are the benefits of each possible solution? What are the trade-offs of the potential solutions? How do people value the trade-offs?**

- a. What are the board's 2024 priorities? What in the list above are selected and/or what others are to be added?

**The following steps of the decision-making process, per our board training, will be addressed as we move initiatives forward. This agenda item is to discuss and agree upon 2024 goals.**

4. Choose the BEST – Which solution is best for the public? Agree upon a common goal. What is the expected outcome? When will it be achieved? What resources are needed? Resources such as time and money are limited. What are the trade-offs of the solution's resources? Do other activities need to have resources reduced to provide this solution?
5. Evaluate the Results – Did the solution solve the problems identified? What were the surprises? Do changes need to be made? What are the impacts to resources to resolve? File an after adoption (project closure) report. Efficient - Did we do it right? Equitable - Did we do right by everyone in our District? Effective – Did we do the right thing?

# Overall Guide to Decision Making



- What is the public problem or opportunity?
- How big is the problem?
- How important is it to everyone?
- Is it a public or private problem?
- What would success look like?
- Be very specific!!!

- What is the root cause of the problem?
- Why is it happening now?
- What could make the root cause away?
- What new problems might be created by a solution?

- What are possible options?
- What are the different benefits?
- What are the different costs?
- How likely is each one to work?
- How do people value the tradeoffs?

- Which one scores best for the public?
- What is the specific instruction to follow?
- What is the expected outcome?
- When will it be achieved?

- Did it work as expected?
- Where there any surprises?
- Do any changes need to be made?
- File an After Action report

# Three SOPs and Nine Questions

<b>New Ideas</b>	<b>Approval</b>	<b>Oversight</b>
1) What's the problem?	1) Public purpose?	1) Efficient?
2) Why now?	2) Public resources?	2) Effective?
3) Why this?	3) Public activity?	3) Equitable?