

MEMORANDUM

TO: Board of Trustees

FROM: Erin Feore
Director of Human Resources

Susan A. Herron
District Clerk

SUBJECT: Review, discuss, and conduct Incline Village General Improvement District's General Manager Indra S. Winqest Annual Performance Evaluation to include a possible salary increase

DATE: June 1, 2022

As outlined in a proposal provided on January 3, 2022 to the Board of Trustees by the Mathis Group and approved by the Board of Trustees on January 12, 2022, Dr. Bill Mathis conducted the performance evaluation process with each Trustee; attached are the performance evaluations. Dr. Mathis will be leading the review and discussion, if any, of the performance evaluations.

After discussion regarding the General Manager's Annual Performance Evaluation is completed, a motion will be needed from the Board of Trustees. The following motion, in some form, should be made:

The Incline Village General Improvement District's General Manager Indra S. Winqest has had his performance evaluation presented in public on June 8, 2022. The Board of Trustees moves to give the Incline Village General Improvement District's General Manager Indra S. Winqest an overall performance evaluation rating of **EITHER** needs improvement, satisfactory, or outstanding.

The 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 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, 2336; A 2005, 2245)

As a courtesy, below is a template for the motion to be made for a salary adjustment:

I move to increase the District General Manager's annual base salary for fiscal year 2022-2023 to be _____ which does not include the authorized COLA for this fiscal year.

As a point of reference, for 2020/2021, the Board of Trustees awarded the District General Manager a 3% merit increase.

The District General Manager's 2021/2022 base salary is \$206,700 and following is a table, with a small variety of potential percentage increases, that are provided as a courtesy:

2021-22 Contract Base Salary	Potential Increases	New 2022-23 Contract Base Salary	Actual Salary for 2022-23
\$206,700	1% increase would be \$2,067	\$208,767*	\$228,391.10
\$206,700	2% increase would be \$4,134	\$210,834*	\$230,652.40
\$206,700	3% increase would be \$6,201	\$212,901*	\$232,913.70
\$206,700	4% increase would be \$8,268	\$214,968*	\$235,175.00
\$206,700	5% increase would be \$10,335	\$217,035*	\$237,436.30

*Please note that the District General Manager's salary, including the COLA provided on July 1, 2022 is \$226,129.80. The above merit increase examples are calculated based on the District General Manager's 2021-2022 base salary of \$206,700 as stated in the employment agreement. The far right column shows the potential actual 2022-2023 salary for the General Manager including the provided COLA based on these example increases.

The COLA is provided as authorized by the below clause in the District General Manager's Employment Agreement:

SECTION 3. SALARY

3.2 General Manager shall receive annual compensation cost of living increases provided to other management-level IVGID employees.

Lastly, the General Manager's Employment Agreement currently expires on June 30, 2023 and will be extended for an additional year until June 30, 2024 unless the District provides notice to the General Manager before July 1, 2022. This notice would need to be agendaized for the June 29, 2022 Board of Trustees meeting if desired.

A. The Key Relationship

1. For the Board of Trustees:
 - a) The General Manager (and staff) provides sufficient information and analysis of issues which are before the Trustees.

Comments: Clear and good job. (8-10 pt.) Hold down number of slides that our presented to the Board. Being concise. Really good job. Other Board members should get questions answered before meeting and save time during business meeting.

- b) Does the General Manager keep the Trustees adequately informed about “non- agenda items?” Is the nature and frequency of such communications sufficient?

Comments: Yes – good pulse on all issues. Provides community input and brings good information. He gets higher marks with the community.

- c) Is the General Manager available equally to all Trustees? Is the communication effective?

Comments: Absolutely – very effective with all 5. Some Trustees don't take information or need input. Sometimes he's too available! There is an unequal use of his time by some on Trustee Board and little use by others. But use is to check with staff as GM prior to meetings rather than in the business meeting time.

- d) What is the general degree of confidence of the Trustees in the General Manager? What can be done to improve it?

Comments: 3 of 5 Confidence and that's my opinion. Highly trustworthy as General Manager. Learn how to ignore when excessive request for unnecessary communicating with some Board members. Has majority support!

- e) Is there concern on the party of the Trustees that the General Manager plays too active of a public role or is the General Manager not visible enough?

Comments: He has a great balance especially when a full staff is in place. Fine doing it his way and stay out in the community spending good will!

- f) Which of the 4-5 major accomplishments initiated by the General Manager are most important to you?

Comments:

1. *Enterprise accounting.*
2. *Financial house in order finally – get credit.*
3. *Effluent pipeline on track.*
4. *Capital improvements and strategic planning.*
5. *Duffield Corp. contribution is great and his responsible first.*

- g) How well does the GM's Office manage requests by the Trustees regarding issues from constituents?

Comments: It gets overwhelming for some and we need more public records process. Process (in process getting ready to implement).

2. Regarding Staff:

- a) Are there staff or Departments that do not appear to contribute to the District's progress?

Comments: Not so much, no, but before it was Public Works as well as Finance – greatly improved. But team effort is questionable. All on the same team currently and Indra is great team captain.

- b) Is the General Manager's synthesis of various Staff viewpoints and input into a single consolidated recommendation from Staff complete or not enough? Does the Board receive staff options?

Comments: Assures Staff to do input and do top notch job. Board always get the best of their efforts and cleanup the past.

- c) Does the General Manager have training and professional development in place for Staff? Is there a regular performance review and feedback provided for Department Directors?

Comments: Training got stopped because of COVID. It's being executed by Indra as budget becomes available.

3. Regarding other Government Agencies:

- a) Does the General Manager have the correct working relations with other public agencies (i.e. Boards) and outside groups, including government, special interest groups and environmentalists? Discuss efforts GM makes with business groups, news media and opinion leaders?

Comments: Both the County and State of Nevada are complementing. Re: the GM – they are very positive especially with County and IVGID now.

- b) The General Manager negotiates and suggests deals and agreements representing policies and desires of the Board to other jurisdictions. Comment on the success or provide recommendations.

Comments: He's done well. Unions take time with others and has improve work force helpful and appreciates his efforts. Solved lawsuits! Clean up the mess.

B. The General Manager's Responsibilities and Abilities:

- a) Was the budget properly presented for the Board's review and, after adoption, properly executed? What would you change in the current process?

Comments: He has really come up with Paul and Staff. It is remarkably better! Walks fine line with Finance Committees but Audit Committee is a challenge because they have no guidelines or limits.

- b) Are the goals and objectives being adequately completed; and Vision and Values being reinforced?

Comments: Yes, we got a great list from him but we need approval for the goals for 2022 from the Board. The Board has not been diligent. This year will do this by August with Dr. Bill.

C. General Manager Personal Style:

- a) Does the General Manager provide adequate leadership and creativity?

Comments: Has loyalty of Staff and style speaks volumes. All part of his team that may working here; very creative and creates new opportunities. Leads by example!

- b) Does the General Manager's participation at Board meetings give a proper balance between constraint and providing necessary information?

Comments: Indra participation in Board has been tweaked and he provides really good feedback now.

- c) Does the General Manager develop personal professional skills and keep up to date with innovations in management? Does GM bring new ideas to the organization? What do you want to see initiated this year?

Comments: Yes, he wants professional guidelines and polish. Put training in budget for the Board to discuss. He has high IQ for training in Quality manner. Executive coaching as his agenda with Dr. Bill.

- d) Does the General Manager handle a crisis or unexpected situation adequately?

Comments: Pretty level headed but still has strong emotions regarding challenging situations. He doesn't panic. He's very determined to make progress for IVGID.

D. Opportunities for change in improvement or increased focus. Of these areas, where would you like to see change, more development or increased focus: What are they?

Comments: All Trustee communication and request –not necessary to be managed; some things can wait. Works lots of hours and sometimes needs to say no!

E. List Major Strengths of General Manager.

Comments:

1. *Engaging personality and pleasant.*
2. *Style is right in for “employee retention”.*
3. *Direct in communication.*

E. General Manager should improve in the following areas:

Comments:

1. *Learning to say no when overwhelmed*
2. *Ask for assistance and learn to delegate more even though he’s “hand on” guy.*
3. *Need time management in his office.*

F. Overall Rating:

(Outstanding)			(Satisfactory)			(Needs Improvement)			
10	9	8	7	6	5	4	3	2	1

Comments: On the right track for progress as a GM and he is improving his operational skills. Wanting better management time and stay out of litigation – District first

G. Compensation/Contract: Discussion

Comments: Merit pay worthwhile

A. The Key Relationship

1. For the Board of Trustees:

- a) The General Manager (and staff) provides sufficient information and analysis of issues which are before the Trustees

Comments: Most of material are known to me. Board packets are generally superfluous.

- b) Does the General Manager keep the Trustees adequately informed about “non- agenda items?” Is the nature and frequency of such communications sufficient?

Comments: Yes, Indra calls us with specifics.

- c) Is the General Manager available equally to all Trustees? Is the communication effective?

Comments: Yes, some require more when needed. Too visible out in the community to the detriment of spending time inside the office.

- d) What is the general degree of confidence of the Trustees in the General Manager? What can be done to improve it?

Comments: Not change much – balance some as before – no change. No progress made on this item.

- e) Is there concern on the party of the Trustees that the General Manager plays too active of a public role or is the General Manager not visible enough?

Comments: He does the public very well. Communication is sometimes too open ended i.e. Ordinance 7.

- f) Which of the 4-5 major accomplishments initiated by the General Manager are most important to you?

Comments: Ordinance 7 passed – big deal for him.

- g) How well does the GM's Office manage requests by the Trustees regarding issues from constituents?

Comments: Indra could delegate most of the items coming in as requests. Indra could delegate much of his work better. Because Board wants it doesn't mean he personally has to do it.

2. Regarding Staff:

- a) Are there staff or Departments that do not appear to contribute to the District's progress?

Comments: Like to get update like internal controls. Audit Committee has little control.

- b) Is the General Manager's synthesis of various Staff viewpoints and input into a single consolidated recommendation from Staff complete or not enough? Does the Board receive staff options?

Comments: OK – can't tell how others influence him on staff. Too emotional but can learn to control it.

- c) Does the General Manager have training and professional development in place for Staff? Is there a regular performance review and feedback provided for Department Directors?

Comments: My best suggestion to him is training. Didn't think he's done that.

3. Regarding other Government Agencies:

- a) Does the General Manager have the correct working relations with other public agencies (i.e. Boards) and outside groups, including government, special interest groups and environmentalists? Discuss efforts GM makes with business groups, news media and opinion leaders?

Comments: Yes, does have the pulse of community and other groups.

- b) The General Manager negotiates and suggests deals and agreements representing policies and desires of the Board to other jurisdictions. Comment on the success or provide recommendations.

Comments: Great experience in negotiating and the Board likes his approach.

B. The General Manager's Responsibilities and Abilities:

- a) Was the budget properly presented for the Board's review and, after adoption, properly executed? What would you change in the current process?

Comments: COVID directly impacts what has been done so there is room for improvement next year.

- b) Are the goals and objectives being adequately completed; and Vision and Values being reinforced?

Comments: Yes, moving forward and in the right direction.

C. General Manager Personal Style:

- a) Does the General Manager provide adequate leadership and creativity?

Comments: He's creative and tends to think outside the box. Young in GM growth.

- b) Does the General Manager's participation at Board meetings give a proper balance between constraint and providing necessary information?

Comments: Appropriate contributions. Maybe as that pops up – needs contribution. Inject himself at times. Emotional guy.

- c) Does the General Manager develop personal professional skills and keep up to date with innovations in management? Does GM bring new ideas to the organization? What do you want to see initiated this year?

Comments: Yes, he brings a lot to the District.

d) Does the General Manager handle a crisis or unexpected situation adequately?

Comments: Yes. Last 2 years with COVID – done well. Nothing was predictable and he negotiated it well.

D. Opportunities for change in improvement or increased focus. Of these areas, where would you like to see change, more development or increased focus: What are they?

Comments: Review Board packet and improve the details more.

E. List Major Strengths of General Manager.

Comments:

1. Creativity
2. Ability of pulse in community
3. Likes people

F. General Manager should improve in the following areas:

Comments: Delegation is #1 as it will give him more time to manage the District and organize himself. He's a good guy. Reduce Staff presentations at Board meetings.

G. Overall Rating:

(Outstanding)			(Satisfactory)			(Needs Improvement)			
10	9	8	7	6	5	4	3	2	1

Comments:

Delegate more.

Review Board packets before the meeting.

H. Compensation / Contract: Discussion

Comments: Some merit as already identified in the budget.

A. The Key Relationship

1. For the Board of Trustees:

- a) The General Manager (and staff) provides sufficient information and analysis of issues which are before the Trustees

Comments: Absolutely not, not the right information? i.e. Paul asked to transfer \$ and he didn't do it right; only got partial answers; locker info not given totally to us. Indra doesn't read agenda "well" – no time as doesn't know how to read financials.

- b) Does the General Manager keep the Trustees adequately informed about “non- agenda items?” Is the nature and frequency of such communications sufficient?

Comments: Indra informed regarding things, he is often blindsided by Staff. Supervision issues with some staff! Because they aren't detailed nor accurate.

- c) Is the General Manager available equally to all Trustees? Is the communication effective?

Comments: Yes – he tries but not all of us need him to be so vocal.

- d) What is the general degree of confidence of the Trustees in the General Manager? What can be done to improve it?

Comments: He lacks understanding of finances. Doesn't review all Staff's work. He's not supervising enough. He is a very good talker.

- e) Is there concern on the part of the Trustees that the General Manager plays too active of a public role or is the General Manager not visible enough?

Comments: Both – not visible because he doesn't live here. But he talks with County and community about projects. Community likes Indra and he works at it.

- f) Which of the 4-5 major accomplishments initiated by the General

Manager are most important to you?

Comments:

1. *Progress made on Ordinance 7.*
2. *Burnt Cedar Swimming Pool*
3. *Financial Audit with deficiencies*

- g) How well does the GM's Office manage requests by the Trustees regarding issues from constituents?

Comments: Depends: Engineers good; some Staff doesn't know financials; he has Staff that are assets to the organization

2. Regarding Staff:

- a) Are there staff or Departments that do not appear to contribute to the District's progress?

Comments: All trying to be the best; Staff efforts - sometimes work but are not often detail oriented.

- b) Is the General Manager's synthesis of various Staff viewpoints and input into a single consolidated recommendation from Staff complete or not enough? Does the Board receive staff options?

Comments: Think he listens too well.

- c) Does the General Manager have training and professional development in place for Staff? Is there a regular performance review and feedback provided for Department Directors?

Comments: No

3. Regarding other Government Agencies:

- a) Does the General Manager have the correct working relations with other public agencies (i.e. Boards) and outside groups, including government, special interest groups and environmentalists? Discuss efforts GM makes with business groups, news media and opinion leaders?

Comments: Yes, with County Manager – good job. Trying with TRPA and successfully working together. Why attend Visitors Bureau? Re-examine how he spends his time. Learn to control his time management!

- b) The General Manager negotiates and suggests deals and agreements representing policies and desires of the Board to other jurisdictions. Comment on the success or provide recommendations.

Comments: Still not following Board policies as General Manager. Does decent job with County folks. Time management is a major issue.

B. The General Manager’s Responsibilities and Abilities:

- a) Was the budget properly presented for the Board’s review and, after adoption, properly executed? What would you change in the current process?

Comments: No role in budget preparation – defers to Staff. Deflects questions from Board to Staff.

- b) Are the goals and objectives being adequately completed; and Vision and Values being reinforced?

Comments: Don’t know – difficult question – was too emotional and defensive. All needs to do things differently and be change seeking not restrictive.

C. General Manager Personal Style:

- a) Does the General Manager provide adequate leadership and creativity?

Comments: Don’t think so! IVGID highlights why can’t District produce any public relations material instead of my paper? Always have done things and create ideas fairly well.

- b) Does the General Manager’s participation at Board meetings give a proper balance between constraint and providing necessary information?

Comments: Board leadership on the Ordinance 7 was not balanced. Leadership doesn't realize how accessible people are to general information. Reference back to Community 1st.

- c) Does the General Manager develop personal professional skills and keep up to date with innovations in management? Does GM bring new ideas to the organization? What do you want to see initiated this year?

Comments: Not completed in last 2 years. They are few innovations currently going on.

- d) Does the General Manager handle a crisis or unexpected situation adequately?

Comments: Handled the COVID crisis very well however it is difficult to measure his effectiveness.

- D. Opportunities for change in improvement or increased focus. Of these areas, where would you like to see change, more development or increased focus: What are they?**

Comments: Doesn't change from last year. Challenge Staff to get better – write professional job description to give to himself. Indra gets carried away.

- E. List Major Strengths of General Manager.**

Comments: People person who is verbal and diplomatic; doesn't push his buttons because he's excessive emotionally; appreciates staff and is well liked by community, not business savvy however!

- F. General Manager should improve in the following areas:**

Comments:

- 1. Didn't want to be his punching bag!*
- 2. Less defensiveness.*
- 3. Develop his skills set with absence of feelings*

G. Overall Rating:

(Outstanding)			(Satisfactory)			(Needs Improvement)			
10	9	8	7	6	5	4	3	2.1	1

Comments:

- 1. Get control of emotions.*
- 2. Don't be dismissive with cash!*
- 3. Less than satisfactory.*

H. Compensation / Contract: Discussion

Comments:

No compensation or merit for him!

A. The Key Relationship

1. For the Board of Trustees:

- a) The General Manager (and staff) provides sufficient information and analysis of issues which are before the Trustees

Comments: The Trustees do a pretty good job when given information ahead of time but right now there is too much information getting to the Board members. We don't need the amount of detail to make decisions. Don't need too much information at IVGID.

- b) Does the General Manager keep the Trustees adequately informed about “non- agenda items?” Is the nature and frequency of such communications sufficient?

Comments: Yes, I have what I need. He reaches out to me always.

- c) Is the General Manager available equally to all Trustees? Is the communication effective?

Comments: Think so, no one complains. Needs to cut back his time with Board members – too much detail, isn't making us more effective. Yes, it's effective (on phone, text, etc.). Nothing comes as a shock for me and that suggests I get the information I need.

- d) What is the general degree of confidence of the Trustees in the General Manager? What can be done to improve it?

Comments: Mostly, yes. One or two times problems on issues such as dates. He's a generalist and good values. If his wrong, he can admit it.

- e) Is there concern on the part of the Trustees that the General Manager plays too active of a public role or is the General Manager not visible enough?

Comments: No. Community loves attention and lots of stakeholders are appreciative of his efforts.

- f) Which of the 4-5 major accomplishments initiated by the General Manager are most important to you?

Comments:

1. *Partnering on Recreation Center expansion.*
2. *Effluent pipe has made progress*
3. *Ordinance 7 – good management.*
4. *Pool*

- g) How well does the GM's Office manage requests by the Trustees regarding issues from constituents?

Comments: He is very responsive! And he consults with Finance Staff who are especially responsive. Susan is very important to our operation. Need more staffing in GM's office.

2. Regarding Staff:

- a) Are there staff or Departments that do not appear to contribute to the District's progress?

Comments:

*Feels good about the departments but all departments have challenges
Too small a Staff to get the work done
Sr. Management is very good
We should celebrate success more with them.*

- b) Is the General Manager's synthesis of various Staff viewpoints and input into a single consolidated recommendation from Staff complete or not enough? Does the Board receive staff options?

Comments:

He's very effective in ideas. Not micro-management by Indra. He always lets the professionals do their jobs.

- c) Does the General Manager have training and professional development in place for Staff? Is there a regular performance review and feedback provided for Department Directors?

Comments: He's make progress after COVID. HR Training is redundant and needs revising.

3. Regarding other Government Agencies:

- a) Does the General Manager have the correct working relations with other public agencies (i.e. Boards) and outside groups, including government, special interest groups and environmentalists? Discuss efforts GM makes with business groups, news media and opinion leaders?

Comments: Yes, important connections with them. Politics is important to all of us. Assume he's good with State and County.

- b) The General Manager negotiates and suggests deals and agreements representing policies and desires of the Board to other jurisdictions. Comment on the success or provide recommendations.

Comments: Indra is a good negotiator and deal maker – very savvy guy, honest and has integrity.

B. The General Manager's Responsibilities and Abilities:

- a) Was the budget properly presented for the Board's review and, after adoption, properly executed? What would you change in the current process?

Comments: Indra is a generalist and knows why things are in the budget. He could be more involved with detail at times but he knows where answers are.

- b) Are the goals and objectives being adequately completed; and Vision and Values being reinforced?

Comments: Yes, things are happening. Very accomplished in moving forward. The Board needs to be more business-like at our meetings.

C. General Manager Personal Style:

- a) Does the General Manager provide adequate leadership and creativity?

Comments: Indra protects Staff well. Takes errors and fixes them without being critical with Staff. Protects community also. Good ability to listen to all side.

- b) Does the General Manager's participation at Board meetings give a proper balance between constraint and providing necessary information?

Comments: Never had a problem with him, managing the business meetings, he has a good sense of humor.

- c) Does the General Manager develop personal professional skills and keep up to date with innovations in management? Does GM bring new ideas to the organization? What do you want to see initiated this year?

Comments: Needs executive coaching and he's pushed in too many ways! Cares - he has a good staff who are trained well. Organizational goals for training is important for next budget.

- d) Does the General Manager handle a crisis or unexpected situation adequately?

Comments: Pretty well. He's honest and shows strength; not hiding his feelings. Open and honest.

D. Opportunities for change in improvement or increased focus. Of these areas, where would you like to see change, more development or increased focus: What are they?

Comments: Executive skills training, reduce fire-fighting, more time to getting staff in office

E. List Major Strengths of General Manager.

Comments:

- 1. Honesty*
- 2. Easy going but controlled*
- 3. Empathetic*

- 4. *Sense of humor*
- 5. *All feel cared for*

F. General Manager should improve in the following areas:

Comments: Feel supported and not worried about annual evaluation from some Board members. Threatening Indra is not a good practice.

G. Overall Rating:

(Outstanding)			(Satisfactory)			(Needs Improvement)			
10	9+	8	7	6	5	4	3	2	1

Comments: Have no real leadership concerns, very supportive of him.

H. Compensation/Contract: Discussion

Comments: Give him 2% as merit.

A. The Key Relationship

1. For the Board of Trustees:

- a) The General Manager (and staff) provides sufficient information and analysis of issues which are before the Trustees

Comments: They are too detailed when it's in pocket already.

- b) Does the General Manager keep the Trustees adequately informed about “non- agenda items?” Is the nature and frequency of such communications sufficient?

Comments: He knows I already know what I know.

- c) Is the General Manager available equally to all Trustees? Is the communication effective?

Comments: Yes. Always available – he needs to spend more time running the District instead of wasted time with Board members. Spend more time with sharing information.

- d) What is the general degree of confidence of the Trustees in the General Manager? What can be done to improve it?

Comments: For 3 Trustees, it's high.

- e) Is there concern on the part of the Trustees that the General Manager plays too active of a public role or is the General Manager not visible enough?

Comments: He's spending too much time with some. And one Board member too much time and it prevents his managing the District.

- f) Which of the 4-5 major accomplishments initiated by the General Manager are most important to you?

Comments:

1. *Ordinance 7 Committee – very brave.*
2. *Managing projects on our list is great.*
3. *Manage the Audit Committee meetings.*

- g) How well does the GM's Office manage requests by the Trustees regarding issues from constituents?

Comments: Not enough staffing in GM's office. Public records are extreme. Must pay premium to get good people.

2. Regarding Staff:

- a) Are there staff or Departments that do not appear to contribute to the District's progress?

Comments: Pretty happy with them. Not enough people on the bus to do the work. We need Indra to delegate more and make himself let go!

- b) Is the General Manager's synthesis of various Staff viewpoints and input into a single consolidated recommendation from Staff complete or not enough? Does the Board receive staff options?

Comments: Ok if they feel heard. Sometimes they respect a variety of opinion.

- c) Does the General Manager have training and professional development in place for Staff? Is there a regular performance review and feedback provided for Department Directors?

Comments: New budget should reflect it – training for the executive staff.

3. Regarding other Government Agencies:

- a) Does the General Manager have the correct working relations with other public agencies (i.e. Boards) and outside groups, including government, special interest groups and environmentalists? Discuss efforts GM makes with business

groups, news media and opinion leaders?

Comments: Good relationship with key folks with major organizations.

- b) The General Manager negotiates and suggests deals and agreements representing policies and desires of the Board to other jurisdictions. Comment on the success or provide recommendations.

Comments: Yes, especially cart path job.

B. The General Manager’s Responsibilities and Abilities:

- a) Was the budget properly presented for the Board’s review and, after adoption, properly executed? What would you change in the current process?

Comments: He and Paul do a great job. Board does poor job and poor feedback.

- b) Are the goals and objectives being adequately completed; and Vision and Values being reinforced?

Comments: Overall, yes. Detail is ok.

C. General Manager Personal Style:

- a) Does the General Manager provide adequate leadership and creativity?

Comments: Indra is a reasonable person but good solution and fix that problems – tries to cater to all sides.

- b) Does the General Manager’s participation at Board meetings give a proper balance between constraint and providing necessary information?

Comments: He needs to control more at the Board meetings.

- c) Does the General Manager develop personal professional skills and keep up to date with innovations in management? Does GM bring new ideas to the organization? What do you want to see initiated this year?

Comments: Yes, good community mentors.

- d) Does the General Manager handle a crisis or unexpected situation adequately?

Comments: Doesn't panic and will figure it out. He's very effective.

D. Opportunities for change in improvement or increased focus. Of these areas, where would you like to see change, more development or increased focus: What are they?

Comments: Focus on employees and operations. Not answering Board excessive questions and control.

E. List Major Strengths of General Manager.

Comments:

1. People person.
2. Listen well.
3. Thoughtful
4. Frames situations well.
5. Passionate about community.

F. General Manager should improve in the following areas:

Comments:

*Delegate as appropriate
 Needs finances for new staff*

G. Overall Rating:

(Outstanding)			(Satisfactory)			(Needs Improvement)			
10	9	8+	7	6	5	4	3	2	1

Comments:

Delegate to staff more.

More activities with employees (more recognition).

Ignore the noise.

H. Compensation/Contract: Discussion

Comments: Do merit increase.

District General Manager Goals for Fiscal Year 2021/2022
(with supporting narrative)

1. Internal Controls

- Continued work with Moss Adams as well as Management Partners review/updating of internal procedures and process. Restructuring of Staff Purchasing approval authority as well as authority levels, restructuring of Procurement Card issuance and management.
 - o Several Board Policies and Practices have been updated, including Appropriate Level of Reserves (Policy 7.1.0) Capitalization of Fixed Assets (Policy 8.1.0), Central Services Cost Allocation Plan (Policy 18.1.0) and new Pricing Policy (Practice 6.2.0).
 - o Staff is currently updating internal Finance and Accounting Procedures Manual to reflect current workflow and internal control procedures; and
 - o Hired consultant, Management Partners, to review Finance and Accounting Procedures manual to include recommendations to align with industry best-practices; and
 - o Management Partners is also preparing a draft comprehensive Purchasing Policy for consideration by the Board of Trustees.
 - o Strengthening internal controls is also a major focus of the project to transition to the Tyler/Munis financial system, effective July 1, 2022

2. Contract and Project Management

- Per third party recommendations, closeout procedures have been created, change order approval and management, leveraging master plans and venue studies to drive the 5 year and outlying capital plan. Contract templates reviewed and updated by BB&K. Additionally, BBK provided a training to District Staff on contract management and templates.
- Management is working to strengthen internal controls related to contract management through the contract management module of the Tyler Munis Financial system (target date 7/1/22).

3. Utility Rate Study

- This has been completed and rates were approved by the Board of Trustees on 4/27/22.

4. Utility Fund Stability

- Utility Rate Study completed which includes 5-year rate plan to support operations, capital investments and prudent reserves.

District General Manager Goals for Fiscal Year 2021/2022
(with supporting narrative)

- Operating reserve targets (25% of operating budget) will be achieved by FY22/23 with capital reserve targets (one-year of three-year average depreciation) achieved by FY25/26.
- Staff is aggressively pursuing funding options for the Effluent Pipeline and Pond Lining project that could further improve the financial position of the Utility Fund (relative to rate model assumptions),

5. Policy review and revision including pricing

- Several Board Policies and Practices have been updated, including Appropriate Level of Reserves (Policy 7.1.0) Capitalization of Fixed Assets (Policy 8.1.0), Central Services Cost Allocation Plan (Policy 18.1.0) - January 2022
- New Pricing Policy (Practice 6.2.0) was developed and approved by the Board of Trustees on March 1, 2022.
- Staff is currently working on updates to Board Policy 12.1 and 13.1, (Capital Planning and Budgeting) as well as Board Practice 13.2 (Capital Project Expenditures) informed by recommendations from engagement with Moss Adams (3.0). Recommendations were presented to the Board of Trustees at their meeting of January 12, 2022.

6. Finalize phase 1 of the revisions to Ordinance 7

- Public Hearing date set for Board of Trustees to take formal action on May 26, 2022; unanimously adopted on May 26, 2022.

7. Continued focus on the Effluent Pipeline and Pond Lining Project.

- The pipeline project is progressing towards 60% design, and the pond lining project 30% design alternatives will have brought to the Board in June for approval of Staff recommended approach. Also working with Washoe County, League of Cities and our Federal & State Lobbyist to potentially secure U.S. Army Corps of Engineers funding, ARPA funding, as well as other funding available via both federal and state.

8. Develop and effectively manage the 2021-23 District Strategic Plan.

- Plan approved by the Board of Trustees in September 2022. Staff submitted a progress update to the Board of Trustees on May 26, 2022.

9. Define expectations as they relate to how the District collaborates with local nonprofits.

- This has been reviewed by District Legal Counsel and has been presented to both the Board of Trustees and the Audit Committee with feedback and direction given. An updated policy was included on the May 26, 2022 Board of Trustees agenda however it was removed in its

District General Manager Goals for Fiscal Year 2021/2022
(with supporting narrative)

entirety by the Board and it will be brought back to the Board of Trustees late June.

10. Continued focus on the Board Priority Projects and align with recommendations in the various venue and community master plans.

- District General Manager brought an agenda item to the Board of Trustees at the January 12, 2022 meeting. Leveraging the various community services master plans and feasible studies, the Board of Trustees discussed and provided feedback and direction updating the board priority projects in the 5-year capital plan. Several projects have been identified as the next level of priority projects for the board and the district.

11. Develop and work with Golf Courses General Manager Advisory Committee.

- This Committee was successfully created and began meeting on September 29, 2021. Issues discussed include golf course fees for tee times, tee time availability for IVGID passholders, review of the Global Golf report, and service levels at both golf courses. Additionally, the committee has been given a tremendous amount of information including historical financials, budget information, revenue and expense analysis etc.