

MEMORANDUM

TO: Board of Trustees

THROUGH: Chairman Matthew Dent

FROM: Trustee Sara Schmitz, Erin Feore, Director of Human Resources

SUBJECT: Review, discuss and provide direction on the District General Manager evaluation process and the potential weighting of District General Manager goals as part of the evaluation process
(Requesting Trustee: Trustee Sara Schmitz)

RELATED STRATEGIC PLAN INITIATIVE(S): While it is not a budgeted initiative in the strategic plan, it was directed by the Board of Trustees and relates to the Long Range Principle #7 – Governance of the Strategic Plan

RELATED DISTRICT POLICIES, PRACTICES, RESOLUTIONS OR ORDINANCES This it is tied to the District General Manager's Job Description and Board identified District General Manager goals for the 2022-23 fiscal year.

DATE: February 22, 2023

I. RECOMMENDATION

The Board provides direction to the Director of Human Resources as to changes desired in the structured process for evaluating the District's General Manager.

Direction is given to the District's senior leadership team for anonymously submitted feedback (often referred to as a "360 review"); and the potential weighting of General Manager goals as part of the evaluation process.

II. BACKGROUND

At the September 28, 2022 Board of Trustees meeting, the Board discussed General Manager Indra Winquest's 2022-23 performance evaluation process and his goals.

The Board directed following:

- Director of Human Resources, Erin Feore, to work with Trustees Tonking and Schmitz to develop the 2022-2023 General Manager evaluation process (to include a new evaluation system and ratings); and schedule an

agenda item to discuss this proposed new process.

Following this directive, Trustee Schmitz and the Director of Human Resources collaborated on ideas for a new, less subjective method for the evaluation process. The Director of Human Resources researched concepts and develop a new tool that is designed to provide evaluation questions and grading for the upcoming General Manager evaluation. This includes relevant questions designed to evaluate the General Manager's overall work performance expectations and completion of goals, as follows:

- **Competency Review:** The questions in this section tie to the General Manager's job description and is intended to allow the Board of Trustees to evaluate the General Manager's skills related to Management, Professional and Technical skills, Community Relations, Leadership, Communication and Human Relations.
- **Goals Review:** This section allows the Board of Trustees to evaluate the General Manager's completion of the previously designated goals, as follows
 1. Time Management/Task Delegation
 2. Internal Controls
 3. Contract/Project Management
 4. Implementation/Revision of Ordinance 7
 5. Effective Management of the 2021-2023 District Strategic Plan

III. BID RESULTS

Not applicable to this item.

IV. FINANCIAL IMPACT AND BUDGET

The evaluation process has an impact on the budget as it relates to potential salary increases for the General Manager.

V. ALTERNATIVES

The Board could revert to the process used in years prior to 2022 (form attached), make use of the form used by Dr. Mathis in 2022 (form attached), or make other recommendations.

VI. COMMENTS

The purpose of the evaluation process is to set goals and expectations for work performance and provide guidance for needed and desired improvement in specific areas, as applicable. While reviewing the General Manager's breadth of desired skills, knowledge, and expectations, it became clear that some expectations might outweigh others. For example,

the Board of Trustees may determine that the General Manager's success in effectively creating and managing internal controls for key operations within the District slightly (or significantly) outweigh the General Manager's success in creating and managing task delegation goals.

Also noted in the September 28, 2022 meeting, Trustee Schmitz asked the question, "should (the goals) be equally weighted" and recommended such weighting be considered to ensure a more consistent evaluation. As such, it is recommended that the Board of Trustees provide feedback and direction as to how such ratings should be weighted for the next evaluation period (2023-2024).

The Board should also consider using this tool to obtain feedback from the General Manager's direct reports, in an anonymous manner, to increase the input and overall value of evaluation process.

VII. DISTRICT IMPROVEMENT, COST REDUCTION, RETURN ON INVESTMENT OR PRODUCTIVITY ENHANCEMENT

Potentially improve the review process of the General Manager.

VIII. BUSINESS IMPACT

The benefit is to have a less subjective, more comprehensive method for evaluating the General Manager. Should this type of tool and approach be approved, it may be expanded more broadly in the organization.

IX. ATTACHMENTS

1. G.1.1. - General Manager - Job Description
2. G.1.2. - 2022-2023 GM Goals 9.20.22
3. G.1.3. - 2021 GM Evaluation Form
4. G.1.4. - GM Eval and Salary - Dr Mathis Results
5. G.1.5. - 2022-2023 GM Evaluation Proposal

X. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES

When will the evaluation process change to include the weighting measure of goals?

By which date will the 360 reviews, to be completed by the Senior Team, be due for submission?

What form of review does the Board of Trustees want to use this year - forecasted to be May/June 2022?



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

Job Title: General Manager
Job Number: 1110A
Salary Grade: Contract
Department: Administration
Reports to: Board of Trustees
FLSA Status: Exempt - Executive
Salary Range: \$182,000 to \$230,000 (which includes measurable incentives)

SUMMARY

Under the general direction of the District's Board of Trustees, assumes full responsibility for the operation and management of the Incline Village General Improvement District (IVGID).

ESSENTIAL DUTIES AND RESPONSIBILITIES

Not necessarily in order of priority, include the following. Other duties may be assigned by the Board of Trustees.

1. Provides excellent customer service to parcel owners, local businesses, government agencies and visitors to Incline Village/Crystal Bay.
2. Oversees the operation and management of the District, including the supervision and control of all of the District's property, activities, personnel, business, and operations. The General Manager is the chief executive officer of IVGID, responsible for all services, programs, budgets, and the overall operational and financial performance of the District.
3. Recommends, supports the development of, and implements policies and directives set by the Board of Trustees.
4. Directs operation and management of the District in compliance with Ordinances, Resolutions, Regulations, Long Range Principles, Policies and Practices.
5. Directs and participates in the development and implementation of long and short range goals, objectives, policies, practices, and procedures for the District.
6. Implements all personnel rules and regulations, recommends staffing levels, and maintains authority to hire, discipline, or discharge employees as may be necessary to carry out District business.
7. Leads, manages, mentors, empowers and coaches direct reports such as, but not limited to, the Senior Team.
8. Negotiates a variety of contracts and agreements on the District's behalf including labor negotiations with various union bargaining units.



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

9. Prepares and coordinates preparation of and administers the annual operating budget, long range financial planning, and capital improvement programs for approval by the Board of Trustees.
10. Coordinates preparation and presents to the Board of Trustees agenda packages as requested by the Board of Trustees.
11. Controls, monitors, and reports on programs, projects, and activities in collaboration with Department Heads and Directors.
12. Participates in the development of departmental strategic management and business plans.
13. Leads and supports District wide efforts and training to provide excellent customer service with a focus on retention and loyalty building service.
14. As supported and guided by the Board of Trustees, represents IVGID to the community, media, and other entities, organizations, and government agencies at the local, regional, state, and federal levels.
15. Confers with and responds to District stakeholders and their requests for services, suggestions, and complaints.
16. Supports District managers in identifying day-to-day and IVGID organization-wide departmental operating issues and problems; analyzes alternatives and initiates solutions through effective leadership, collaboration and communication.
17. Directs Staff in the preparation, award, and administration of service, maintenance, construction, concessionaire, material, and other contracts.
18. Assists, advises, and supports the Board of Trustees on special projects, problems, and initiatives.
19. In support of the Board of Trustees, acts as primary interface with the District's General Counsel.
20. Adheres to and enforces stated safety policies and procedures.

LEADERSHIP AND SUPERVISORY RESPONSIBILITIES

1. Leads and manages a staff of Directors and Department Heads who, in turn, lead and supervise a total of approximately 750 employees (including seasonal employees) in the General Manager Department, Administrative, Internal Services, Community Services and Public Works areas.
2. Responsible for the overall leadership, direction, coordination, and evaluation of these units.
3. Carries out leadership responsibilities in accordance with the organization's policies, practices and procedures and applicable laws.



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

4. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.
5. Works closely with the Senior Staff which is defined as Director of Human Resources, Executive Assistant/District Clerk, Director of Finance, Ski Resort General Manager, Director of Parks & Recreation, Director of Public Works, Director of Asset Management and Director of Information Systems & Technology.
6. Is responsible for fostering a positive and productive organizational culture.

QUALIFICATIONS

1. To perform this job successfully, an individual must be qualified to perform each essential duty satisfactorily.
2. The requirements listed below are representative of the knowledge, skill, and/or ability required.
3. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION

1. A Bachelor's degree in Public Administration, Business, Finance, Accounting, Engineering or other related field from an accredited four year college or university is required or relevant work experience with increasing responsibilities which include the management and leadership of a sizable organization.
2. A Master's Degree in Public Administration or Business Administration is strongly preferred.

EXPERIENCE

1. A minimum of ten (10) years of related, increasingly responsible, management experience within a customer-service driven and multi-functional environment is required.
2. Experience must also include successful leadership and management of disparate disciplines, i.e., finance, engineering, operations, administration, recreation, and marketing.
3. Experience within a municipal, governmental, community based organization, or recreational service environment is strongly preferred.
4. Experience reporting to a publically elected Board and experience in providing public services subject to public scrutiny is also strongly preferred.



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

COMPREHENSION/COMMUNICATIONS SKILLS

1. Ability to read, analyze, and interpret complex documents.
2. Ability to understand, use, and effectively communicate to a diverse audience financial, technical, regulatory, and operational data.
3. Ability to respond effectively to sensitive inquiries or complaints and to establish and maintain effective working relationships with a broad variety of people.
4. Ability to develop presentations and write articles to address a community-wide audience.
5. Ability to make effective and persuasive speeches and presentations on controversial or complex topics to employees, management, public groups, and the Board of Trustees.
6. Ability to effectively communicate in a one on one environment, where emotions may run extremely high.
7. Ability to influence others through persuasion, leading by example and team decision-making skills as opposed to the authority of rank is essential.
8. Overall, must be an extremely effective communicator, orally and in writing, with an open and approachable style.
9. The duties and responsibilities of this position necessitate the use of a cellular phone/mobile communication device for District business reasons.

MATHEMATICAL SKILLS

1. Ability to apply advanced mathematical concepts and mathematical operations to tasks such as development of budgets, review of budgets, operating statements and other financials, and analysis of strategy/policy making decisions and related economic impacts.

COLLABORATION ABILITY

1. Must have validated strong collaborative and consensus building skills to be applied in leadership and problem solving situations.
2. Ability to create a climate in which people want to do their best and encourage participation and open dialogue at all levels.

REASONING ABILITY

1. Ability to apply principles of logical or scientific thinking to a wide range of intellectual and practical problems.
2. Ability to deal with a variety of abstract and concrete variables.



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

CERTIFICATES, LICENSES, REGISTRATIONS

1. Valid and current drivers' license, acceptable to the State of Nevada, with a driving record which ensures insurability is required.
2. Successful completion State of Nevada/Federal background check through fingerprinting because position has unsupervised access to children, the elderly or individuals with disabilities and/or has access to their records. Pursuant to National Child Protection Act (NCPA) of 1993 as amended by the Volunteers for Children Act (VCA).

It is the employee's responsibility to maintain all required certifications and licenses and to report any changes to the supervisor

OTHER SKILLS AND ABILITIES

1. Well developed and proven leadership skills, especially in the use of delegation, collaboration, participation and example; and strong interpersonal and customer 'retention' service skills; excellent organizational, planning, analytical and problem solving skills; ability to set priorities, but also remain flexible.
2. Must be ethical, trustworthy, self-confident, open and approachable, decisive, responsible, dependable, resourceful, enthusiastic, highly motivated, community oriented, and goal and results-oriented.
3. Ability to ski/snowboard and golf is preferred.
4. Experience or ability to turn enterprise(s) from loss to profit/breakeven.

PHYSICAL DEMANDS

1. The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. In compliance with applicable disability laws, reasonable accommodations may be provided for qualified individuals with a disability who require and request such accommodations. Applicants and incumbents are encouraged to discuss potential accommodations with the employer.
2. While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel; and talk or hear. The employee frequently is required to reach with hands and arms. The employee is occasionally required to stand; walk; climb or balance; stoop, kneel, crouch, or crawl; and taste or smell. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.



**JOB DESCRIPTION
DISTRICT GENERAL MANAGER POSITION**

WORK ENVIRONMENT

1. The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
2. While performing the duties of this job, the employee is occasionally exposed to outside weather conditions. The noise level in the work environment is usually moderate.
3. Requires mental dexterity to handle emergency situations and be on call twenty four hours per day/seven days per week.

TRAVEL REQUIREMENTS

1. Should be able to travel, as required, to further the interests and needs of the District.

RESIDENCY

1. The District General Manager must reside within forty five (45) miles of the Incline Village General Improvement District service area boundaries (Incline Village and Crystal Bay, Nevada) and within the State of Nevada during the term of this employment contract.

I have read and understand this explanation and job description.

Employee Signature: _____ Date: _____

Employee Name: _____

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 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, measureable, achievable, relevant and time-bound.

II. BACKGROUND

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

General Manager Winqest'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 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 General Manager shall meet to evaluate the performance of 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 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 General Manager solely upon the performance standards, if any, mentioned above, nor to limit the discretion of the Board of Trustees to evaluate General Manager as it deems necessary in the sole discretion of the Board of Trustees.

- B. 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. Below is the draft document of recommended goals for General Manager Winqest.

General Manager – Indra Winqest 2022-2023 Evaluation Period Goals

- 1. Time Management/Task Delegation:** Overall goal is for GM 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:
 - *Avoid excessive interruption and distractions that detract from time working on projects.*
 - *Create weekly lists of time-sensitive, deadline-driven projects.*
 - *Set deadlines to assist with focus and concentration.*
 - *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.*
 - *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):*

- *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.*
- *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.*
- *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 GM Winqest to continue overseeing the updating, refining, and strengthening District Internal Controls across all venues and operations.

Recommended steps to achieving goal include:

- *Using the District's multi-year strategic plan:*
 - *Identify the annual goals and objectives by venue/operations.*
 - *Collaborate with the Senior Leadership team to evaluate current processes and controls.*
 - *Identify deficiencies and oversee process improvements.*
 - *Identify and recommend, for Board review and possible approval, a consultant to lead the Board of Trustees (in 2023) through a strategic planning process.*
- *Evaluate updated processes and policies to ensure compliance with District policies, practices, ordinances and resolutions.*
 - *For revised or retired policies, agendize information for Board of Trustee approval as required or appropriate.*

3. Contract and Project Management: Overall goal is for GM 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:

- *Ensure all contracts/MOU's are reviewed by the Board of Trustees on an annual/periodic basis.*
- *Embark on the replacement of the Effluent Pipeline project with a defined funding plan through the project's completion.*
- *Embark on the WRRF Pond 1 effluent holding pond alternative implementation.*
- *Provide the Board design and cost alternatives for the building of a new beach house at Incline Beach.*

- *Provide the Board of Trustees the following related to the Recreation Center expansion project to include information regarding:*
 - *Implementation plan including the project schedule.*
 - *List of potential programing expansions with pricing and cost information.*
 - *The anticipated budget for on-going operational and capital maintenance costs.*
 - *Provide the Board a plan for discussion and further direction for an updated Diamond Peak Master Plan.*
 - *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.*
 - *Provide the Board with cost estimates and options for improvement of the beach ingress/egress.*
 - *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:*
 - *The utility infrastructure master plan with budgetary refinements, as needed.*
 - *Water main replacement – Crystal Peak*
 - *Sewer Pump Station #1 Improvements*
 - *Mountain Cart Path Phase II*
 - *Diamond Peak RFID Gantries*
- 4. Implement and evaluate revisions to Ordinance 7:** Overall goal is for GM Winquest to oversee the implementation of revisions approved by the Board of Trustees. Recommended steps to achieving goal include:
- *Evaluate and monitor effectiveness of proposed revisions; provide feedback to Board after each season to discuss and determine if further revisions are needed.*
 - *Further refine, if necessary, Ordinance 7 and recommend for review and approval by the Board potential procedural changes.*
 - *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 GM 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:
- Regularly meet with and discuss each staff members' strategic goals and initiatives to evaluate progress.
 - Provide guidance and direction to staff to ensure goals and initiatives remain on task for timely completion.
 - Provide updates to Board of Trustees on progress of each approved initiatives through the General Manager Report.

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2020-2021**

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.	
Facilitation of Board Effectiveness – Assists elected officials in developing policies that can be implemented effectively and that serves the best interests of the community.	
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.	
Professionalism – Displays a professional attitude/image that assures public confidence.	
Accessibility – Is accessible and responsive to Board member requests and communications.	
Planning – Plans effectively to address upcoming issues. Identifies needs, studies issues and provides alternative solutions.	
Responsiveness – Responds in a timely manner to issues and opportunities that arise.	

Comments:

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

Comments:

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2020-2021**

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.	
Plan implementation - Creates implementation plans which follow the adopted direction of the Board.	
Initiative – Demonstrates a personal orientation toward action and accepting responsibility for results. Resists the status quo and removes barriers which delay progress toward goals.	
Risk-taking – Develops new ideas or practices. Urges the District toward initiative, change, and prompt action.	

Comments:

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.	
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.	
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.	
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.	
Responsiveness - Follows-ups recommendations, concerns or complaints as promptly as possible.	

Comments:

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2020-2021**

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.	
Democratic Advocacy – Fosters the values and integrity of local government. Enhances community understanding of District’s goals, objectives and processes.	
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.	

Comments:

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

Comments:

**Incline Village General Improvement District
General Manager Evaluation Form
Performance Review Period: 2020-2021**

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.	
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.	
Follows-ups recommendations, concerns or complaints as promptly as possible.	

Comments:

H. SUMMARY EVALUATION

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

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

Overall Evaluation:

_____ Exceeds Requirements _____ Meets Requirements _____ Needs Improvement

Board Chair

Board Vice Chair

Board Secretary

Board Treasurer

Board Trustee

General Manager

Date

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 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 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 party 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 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'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

Incline Village General Improvement District Evaluation of General Manager 2022
KENDRA WONG

Comments:

Delegate to staff more.

More activities with employees (more recognition).

Ignore the noise.

H. Compensation/Contract: Discussion

Comments: Do merit increase.

General Manager - Indra Winquest
2022-2023 Competencies Evaluation

0.00 Not Effective 1.00 Minimally Effective 2.00 Effective 3.00 Highly Effective 4.00 Exceptional

Goals

Management Skills and Experience	Weighted	Understands the management requirements and financial policies of the District	Formulates strategic goals with Sr Leadership team	Proactive in responding to opportunities and solving problems	Provides leadership through District challenges	
Overall Rating	0%					
Professional and Technical Skills		Keeps abreast of latest developments within the District, County and Region	Anticipates problems and effectively recommends or plans solutions	Displays a professional attitude and demeanor to ensure a positive and respectful relationship with the Board.	Makes effort to be accessible and provides consistent and equal treatment to Board members.	
Overall Rating	0%					
Community Relations		Represents the District well in public and provides a positive, professional image	Enhances community understanding of District's financial goals and objectives	Works cooperatively with outside governmental agencies and other groups	Provides excellent customer service (leadership) when addressing community members' concerns.	
Overall Rating	0%					
Leadership		Assumes leadership in establishing the immediate and long-range financial objectives for the District	Understands and makes use of management best practices; demonstrates the distinction between leading and directing	Plans effectively and delegates responsibility appropriately	Identifies and engages stakeholders in implementing process improvements and problem resolutions	Thinks ahead and formulates plans to mitigate anticipated challenges
Overall Rating	0%					
Communication		Promotes and engages in two-way communication; listens attentively without interrupting including non-verbal interruptions	Open to new ideas, suggestions and concerns.	Clearly and concisely communicates ideas, information, problems and questions using language appropriate to listener	Encourages open and effective communication between departments with both internal and external customers	Accurately communicates with all stakeholders
Overall Rating	0%					
Human Relations		Consistently strives to be fair and consistent in working relationships; shows respect and appreciation for staff	Provides clear and concise and accurate communication; remains firm when circumstances warrant while demonstrating sensitivity to staff	Demonstrates commitment to staff development through mentorship, coaching and training. Promotes a positive culture within teams	Provides constructive feedback and utilizes performance management best practices.	
Overall Rating	0%					

General Manager - Indra Winquest
2022-2023 Goals Evaluation

0.00 1.00 2.00 3.00 4.00
Not Effective Minimally Effective Effective Highly Effective Exceptional

Goals

Time Management/Task Delegation	Weighted	Avoid excessive interruptions and distractions	Delegates duties to appropriate staff	Public Works: Oversee & guide to ensure projects are delivered according to budget, plan and policy	Administration: Agendas are complete and accurate; timely posting of minutes; referenced materials are complete & accurate	Venue Managers: Oversee & guide managers w/budget creation, mgmt & execution.
Overall Rating	0%					
Internal Controls		Identify annual goals & objectives by venue operations	Collaborate w/Sr Leadership team to evaluate current processes and controls	Identify deficiencies and oversee process improvements	Identify & recommend a consultant to lead the Board of Trustees through strategic planning process	Evaluate updated processes & policies to ensure compliance with District policies, practices, ordinances and resolutions
Overall Rating	0%					
Contract/Project Management		Ensure all contracts/MOUs are reviewed by the Board of Trustees on an annual/periodic basis	Embark on the replacement of the Effluent Pipeline project with a defined funding plan	Embark on the WRRF Pond 1 effluent holding pond alternative implementation	Provide the Board design & cost alternatives for the building of a new beach house at Incline Beach	Provide Board a plan for discussion and further direction for updated Diamond Peak Master Plan
Overall Rating						
Continued Contract/Project Management		Provide Board an implementation plan and budget for the creation of a new dog park	Complete projects identified and approved for 2023 in the 5-year CIP/Maint Plans			Total of Goals for this competency
Overall Rating	0%					
Implement/evaluate revisions to Ordinance 7		Evaluate and monitor effectiveness of proposed revisions	Further refine, if necessary, Ordinance 7 and recommend for review/approval by the Board potential procedural changes	Formulate a recommendation and present to the Board a strategy for punch card provisions		
Overall Rating	0%					
Effective manage the 2021-2023 District Strategic Plan		Regularly meet and discuss each staff members' strategic goals and initiatives to evaluate progress	Provide guidance and direction to staff to ensure goals and initiatives remain on task for timely compliance	Provide updates to Board on progress of each approved initiative through the GM Report		
Overall Rating	0%					