

1. What brought you to the organization?

- I was recruited by a former Board member
- I wanted to provide my experience to better the community
- Opportunity to help the community where I can
- Take responsibility for decisions together
- Make a difference for the community

2. Is the organization meeting your expectations and hopes? Why or why not?

- Yes—but we need to look more at the long term and not just look at the short term
- It is—always pluses and minuses, ups and downs. Last year was scattered. We should have clearer written expectations of leadership. We have a good cohesive group.
- Yes in water and sewer; no in Recreation. I'm frustrated that it is taking so long to get funding for Recreation resolved.
- Yes 80-90%. Not 100% because of Recreation. We have known for more than 6 years that Recreation was under-funded; now it's a crisis. We waited and waited.
- Slowly. It was antiquated, a "good ol' boy" organization, stuck in old ways; doing its job, not progressing. Just keeping up. Now it's better but advancing at a turtle's pace. We lack a succession plan.

3. What do you feel is working well in the organization? What are our strengths?

- We're more aggressive with safety training, management training, certification pay. Morale is improving. There is a shared expectation that employees will perform, take pride in their work.
- New GM and new attorney are working well. Big step towards right direction. Sewer and water are doing well financially. Funding is the biggest thing we need to deal with.
- Staff works well. Every person is needed and works hard.
- We can address things that we need to. We can talk easily with the GM, talk about remedies. Basic services working well. Cash reserves and pay-as-you-go are good; prudent planning.
- It's a strength that we have built the new center with reserves. I don't like debt, and we don't have any. The next Board is not encumbered. We have reinvested, built up a replacement fund. We've kept enterprise funds (sewer, water vs. recreation) separate as we should.

4. What do you think should work differently or better? What makes you feel that? What do you think should be done about it?

- Biggest problem is long-term recreation funding; we need to do public outreach and make the case for a ballot question
- The last election turned into an attack on the entire Board and leadership; the Board needs to have clearer goals and more unity about what we are trying to achieve. We need written expectations of our GM and his goals..."Here are the outcomes and results you are accountable for; here is what the Board is

accountable for.” There needs to be a plan that we all work on; it can’t just be in one Board member’s head.

- I wouldn’t change much, but more funding is needed.
- I am worried about Recreation. We were previously informed that the Porter-Cologne Act prevented us from using tax \$ to go to Recreation; now we have confirmed written rulings that that is not the case. We shouldn’t unnecessarily constrain ourselves because of our speculation about something that MIGHT change in the future. I think the Board does what it wants sometimes and doesn’t always do what’s best for the community.
- We need to continue to expand employee training; create opportunities for advancement for our employees. We need to enhance our public outreach; have a regular op-ed piece in the paper.

5. What do you feel are the most important values that NTPUD should reflect?

- Honesty, integrity, forthrightness, customer-oriented; a “How can we help you?” attitude
- Community engagement and outreach, transparency
- Get recreation going or don’t do it
- Community involvement; responsible stewardship of public funds; efficiency
- Basic services; we are the communal repository for safe water and wastewater
- Simplicity for the customer
- Reliability
- Be a conduit for the public
- Pay-as-you-go funding
- Protect the separation of enterprise funds
- Transparency
- Maintain public trust and confidence

6. Who would you say are your key customer groups? What do they need/want?

- The community as a whole; the population is getting older...recreation becomes different
- With the re-do of the streets in Kings Beach it will be a renaissance for the community
- We now have 30% fewer voters...second homeowners vs. full-time residents have different needs. The second homeowners are the largest contributors to our funding. It’s a balancing act.
- 100% of our customers are sewer customers and they need reliable technology.
- We are proactive and preventive with our water treatment
- In recreation, we have great amenities we can’t support; we can’t do anything extra or support anything new
- Residents are pretty happy with us...they just get water and sewer and want us to keep rates down. Some of the commercial customers want us to be political; use our public funds to promote special interests.
- A small group of people want us to consolidate
- As the region grows and outside investment accelerates, there will be more developers who will want professional responsiveness like they are used to elsewhere.

7. What keeps you up at night when you think about the future of this organization? What do you think are the biggest/most important external issues the organization is facing in the next 2-3 years? What would you like to see done about those issues?

- The impact of redevelopment; we have to move to a culture of “how soon can I get this done for you?” vs. “when is the latest it must be done for you?”; we need to over-deliver in our customer service—exceed their expectations.
- We’ve been approached about consolidation of TCPUD and NTFPD; my feeling is if it is objectively good for our constituents then we should do it. The District should spend our share of the cost to study it.
- We’ve also been approached about at-large elections vs. election by seat; is it better for the community and the District?
- Consolidation; pressure from the County—we have land they want. Property tax—keeping it. Don’t mess with the Porter-Cologne \$.
- We need to get to know what the public wants in recreation and how they want to pay for it. Pay as a General Fund commitment or pay-to-play or combine the strategies.
- Possible merger.
- Government mandates; Lahontan regulations.
- We have a pretty good relationship with the County; it would be great if they could respect the other local governments more
- Going out for the CFD; I believe the public would support it
- Consolidation; there would have to be a strong constituency for it; I’m open to it if it makes sense for our constituents

8. What are the biggest/most important internal issues the organization is facing? What would you like to see done about those issues?

- We have to maintain our infrastructure; keeping up with the replacement and maintenance of pump stations, water infrastructure
- Protecting the Porter-Cologne Act funding
- Insuring that our employees and supervisors are well-trained, are clear about expectations and that they’re documenting how those expectations are being met
- Management is stable now; our GM could be more direct; he’s the captain of our ship...define the issues and get a clear direction
- Our Board used to be together on important issues; now we’re all going in different directions
- We are well-situated with our fee structure to meet our mandates
- Succession planning
- Recreation funding
- I worry that we’re going to repair infrastructure just because we have the money and not because it’s needed right then
- Succession planning for retirements
- We as a Board do too much micro-managing; we don’t need to do that—the GM can do
- Sometimes we don’t take the time we should with important decisions; it’s easier to say yes than to deal with the specifics of a decision
- Shifting to more of a customer-service culture and perspective
- Accountability for performance; training, evaluations, personnel administration

9. What issues, programs, services and functions do you want the organization to be pursuing in the next 2-3 years? What do you NOT want the organization to be pursuing? Are there issues, programs, services or procedures that should be added or discontinued?

- We need to step up our level of senior recreation amenities; adult facilities, leagues
- Don't try to get into land planning; don't compete with private businesses
- We should keep doing what we're doing
- We have to identify and provide maintenance funds for whatever we build or receive from others via grants; we shouldn't accept if we can't maintain
- We need to do the CFD ballot question; everything hinges on that
- We should focus on simply doing what we are established to do; don't do things for greed or power
- We should be planning on going to the public for future funding of recreation
- We should not be having recreation pay for things that are administrative.

10. How do you feel about your level of engagement with the organization? If you would like to be more engaged, what actions should the Board and/or staff take to enable you to be more engaged and contribute in a meaningful way?

- It's good.
- Sometimes we ask for things to be on the agenda and nothing happens.
- I'd give my level of engagement a 6 or 7. I'm kind of a rebel.
- My engagement is about right.
- Opportunities for more intra-Board involvement would be good; attending events out in the community; have more Board-hosted events and be more visible.

11. How would you rate the effectiveness of the Board on a 1-10 scale? What makes you give that ranking?

- 6.8-7.8 ; we can't make up our minds about things.
- On sewer and water: 10. On Recreation: 0.
- 4; some members of the public have been angry with us for personnel changes.
- 8 most of the time. Good discussions; no one feels suppressed. When we make a decision we are cohesive. People are not afraid to give their opinion. On the negative side, we don't have a good strategic map and goals set.
- 7; our interaction as a Board is in process; we don't give clear direction to the GM. We're not good at making a decision and moving forward. We need to be together as a Board and not give mixed signals.

12. How would you rate the effectiveness of the staff on a 1-10 scale? What makes you give that ranking?

- 8.5; there are areas of improvement, but very good overall. Dedicated, excellent people; conscientious; all for the better. I feel confident.
- 7; there is somewhat of a proprietary sense—some people are accustomed to their tasks and are not looking outside at new things that might be needed.
- 9; some really good staff members, inspiring, loyal.
- 8; I rate management very high.
- 7.5; most are really good; some just getting by.

13. What special contribution do you bring as the organization advances into the future?

- I'm not afraid to speak my mind; I'm enthusiastic
- Knowledge of construction, business
- I am very conscientious about spending the public's money
- I have a lot of experience that helps with the decisions we have to make
- I have a different perspective that helps bring out information and different ways of looking at things
- Knowledge of the real estate market
- I can provide the historical perspective; how did it work
- I'm always looking out to the long-term; what will the impacts be in the future?

14. What else do you think I should know? Is there anything else you want to say?

- Look at recreation financing—let the people of the District decide; go out for new CFD
- The Board is too short-term in its thinking on recreation; buy time with transfer, but don't delay any further
- We should have contingency plans; if a ballot question succeeds, this is what we will do; if a ballot question fails, this is what we will do
- We could be better in our customer relations skills and telling our story
- Relations with the County have improved greatly with Duane as GM
- We need to be clear on what our purpose is...what's outside our scope? We aren't the local government...we only do sewer, water and recreation for public enjoyment
- The best government is the smallest government; let's focus on what we can do and do it well; let's just stay small
- Consolidation might be more efficient for the government, but would reduce access to government decision-making by making our issues a smaller part of a bigger picture; the cost analysis shows that we're the least expensive government, so our constituents would have to pay more; but if the people want it, I wouldn't block it.
- We need to start with our purpose, our mission statement and set direction and review it every 12-18 months
- Porter-Cologne has forced us to be more accountable, which is good; I don't like the idea of people thinking they're paying for sewer and it goes to recreation
- I'm not in favor of a ballot question; take care of what we have; take the funds from taxes; I don't think a CFD will pass; if it doesn't pass does that mean we shouldn't do recreation?
- I believe in public participation; I would like to get back to a culture of excitement and enthusiasm; bring out the best in our people; be solution-oriented. Our people have good ideas, and we want to act on them.