

MEMORANDUM

TO: Board of Trustees

FROM: Mike Bandelin
Acting District General Manager

SUBJECT: General Manager’s Status Report
Prepared for the meeting of July 12, 2023

DATE: July 5, 2023

General Manager & Board of Trustees Priority Projects & Tasks

ACTION ITEM	TARGET DATE COMPLETION	RESPONSIBLE PARTY	STATUS
Effluent Storage Tank Project <i>Updated 6/7/23</i>		Acting GM Bandelin/Director of PW Underwood	USACE environmental review has begun and Staff has meetings bi-monthly. The environmental review is expected to be completed in November 2023. Granite Construction will then develop the GMP for the tank construction.
Effluent Pipeline Project <i>Updated 6/7/23</i>		Acting GM Bandelin/ Director PW Underwood	Granite Construction installed approximately 3,457 LF which was planned for the May/June work. Approximately 2,500 LF of this has been tied into the existing line and the remainder will be tied in during the Fall work. This work was completed in time to allow NDOT to begin their project on time. Granite will be working on a new OPCC for the remainder of the work and plans to have that to IVGID on July 28, 2023.
Internal Controls Project(s) Review of Internal Control Processes, Policies and Procedures <i>Updated 7/5/23</i>	Ongoing	Interim Director of Finance Magee	Staff is currently transitioning to department procurement cards instead of individual cards. Current users of the cards have been identified and appropriate departmental limits will be considered in the near future.

ACTION ITEM	TARGET DATE COMPLETION	RESPONSIBLE PARTY	STATUS
Incline Beach House Project <i>Updated 5/25/23</i>	TBD	Engineering Dept/Acting GM Bandelin/Chairman Dent	This item will be brought to the Board at the July 26, 2023 meeting for discussion and clear direction so that staff can issue a Request for Qualifications for Architectural and Engineering Services.
Community Dog Park Committee <i>Updated 6/7/23</i>	Ongoing	Acting GM Bandelin/Director of Parks & Recreation Leijon	The GM Advisory Committee on a Community Dog Park is now actively meeting and have most recently met on 5/31/23. At the 3/22/023 BOT meeting, the BOT gave direction to no longer pursue a special use permit for the USFS Site off Village Blvd. The Committee is focusing on conceptual design opportunities at Village Green as well as ongoing operational cost estimates to maintain the park. Additionally, a biologist presented information to the committee regarding potential health related risks associated with a dog park as well as ways to mitigate.
USACE Grant Funding for Tank (Pond Lining)/Pipeline Projects <i>Updated 6/7/23</i>	In Process	Acting GM Bandelin/ Director PW Underwood	PW Staff is working closely with USACE Project Rep to prepare Amendment #1 (Increment 2) – Effluent Export Pipeline Replacement project in the amount of approximately \$3.9M.
Employee Privileges (ideas for replacement of recession of beach access) <i>Updated 6/7/23</i>	Spring 2023	Acting GM Bandelin with Senior Team	Staff brought an agenda item to the March 22, 2023 BOT Meeting and presented several concepts for review. Staff will be bringing back an updated Recreation Privileges document that reflects the removal of beach access at an

			upcoming meeting for BOT approval. Currently scheduled for 6/28/2023
Ordinance 7 Amendments <i>Updated 4/5/23</i>	Additional revisions Spring 2023	Acting GM Bandelin/Director of Parks & Recreation Leijon.	Staff provided an end of season report on how the revisions to Ordinance 7 worked and any potential recommendation for further revisions and/or operational changes at the 11/9/22 meeting. Additional revisions are being evaluated and will be upcoming.

District Golf Courses

Golf Report for June 2023

The first full month of the golf season is behind us and below are the revenue numbers vs budget for the month of June. Compared to the previous 2022 season and current budget, golf at the Championship Course seems to be right on target and slightly below at the Mountain Course. As mentioned previously, the Mountain Course did not open until June 9th, therefore losing 8 full days of golf. However, the daily average for Green Fee revenue at the Mountain Course was \$5,506 vs \$4,172 in 2022, (31% increase) and \$14,696 per day at the Championship Course vs \$13,542 in 2022 (8% increase). These numbers as a reminder are against the 2022/2023 budget. Comparisons and conclusions are still hard to come to for the reasons of bad weather and late start at the Mountain Course. We can however see that Play Pass over all sales are behind 2022 season and we are unclear as to how many may still be sold throughout the season. Dollars per round are up by \$3.60 at the Championship Course and \$9.32 a round at the Mountain Course and Picture Pass rounds are 63% of all rounds and NPPH rounds are 20% of all rounds. In 2022, Picture Pass rounds accounted for 65% of all rounds and NPPH rounds accounted for 21% of all rounds, very similar. The statistic that stands out is Daily Resident Green Fee rounds are up 35% over June 2022. Range Fees are behind budget due to aggressive budgeting based on COVID year actual numbers and that was also a year in which hitting range balls was one of the only safe activities for people to do. Not sure if we will ever get to those numbers again, so we will be more conscious of this going forward. Rental Club revenue is down due to not as many early season outside events needing rentals and the uncertainty of weather. *Note: When looking at the Play Pass Sales numbers, do not compare them to play totals for Play Passes. Play Pass revenue is deferred and not recognized until used.*

Championship Course

	2022			2023		
	Actual	Budget	Difference	Actual	Budget	Difference
Green Fees	\$406,269	\$301,472	\$104,479	\$440,871	\$350,300	\$90,571
Range Fees	\$30,066	\$36,340	\$<6,274>	\$34,938	\$40,910	\$<5,972>
Play Pass Sales	\$509,854	NA		\$440,844	NA	\$<69,010> Behind 2022
Club Rentals	\$9,741	\$11,125	\$<1,384>	\$9,195	\$11,680	\$<2,485>

Mountain Course

	2022			2023		
	Actual	Budget	Difference	Actual	Budget	Difference
Green Fees	\$125,160	\$123,444	\$1,716	\$121,123	\$131,868	\$<10,745>
Play Pass Sales	\$83,643	NA		\$61,980	NA	\$<21,663> Behind 2022
Club Rentals	\$8,050	\$6,000	\$2,050	\$5,825	\$7,000	\$<1,175>

- Mountain Course opened on June 9th for the 2023 season

Championship Course						
Time frame	Round Type	# of Rounds	Capacity	% of Capacity	Total \$\$\$	\$\$/Round
2023	PPH	1597			\$115,872.00	\$ 72.56
June 1 to 30	NPPH	962			\$164,758.00	\$ 171.27
	Guest	331			\$ 45,014.00	\$ 135.99
	10 Play	316			\$ 28,124.00	\$ 89.00
	20 Play	258			\$ 21,672.00	\$ 84.00
	30 Play	177			\$ 13,983.00	\$ 79.00
	40 Play	188			\$ 13,912.00	\$ 74.00
	AYCP-Limited	238			\$ 10,976.56	\$ 46.12
	No-Show PPH	66			\$ 4,003.00	\$ 60.65
	No-Show NPPH	16			\$ 2,247.00	\$ 140.44
	Non-Profit/Other	353			\$ 10,232.00	\$ 28.99
	PM 10 Play	39			\$ 2,129.40	\$ 54.60
	PM 20 Play	63			\$ 3,238.20	\$ 51.40
	PM 30 Play	10			\$ 482.00	\$ 48.20
	PM 40 Play	23			\$ 1,033.85	\$ 44.95
	PM AYCP Limited	74			\$ 3,193.84	\$ 43.16
	Totals	4711	6252	75%	\$440,870.85	\$ 93.58
	Avg 157 rounds/day	* start time 7:00am and last time for 18 holes is 4:30pm				
	refunds/over charge	** Other includes, Juniors, Employees, PGA, Non-profit, etc				

Championship Course						
Time frame	Round Type	# of Rounds	Capacity	% of Capacity	Total \$\$\$	\$\$/Round
2022	PPH	1180			\$ 82,956.00	\$ 70.30
June 1 to 30	NPPH	963			\$155,181.00	\$ 161.14
	Guest	309			\$ 37,448.00	\$ 121.19
	10 Play	258			\$ 21,930.00	\$ 85.00
	20 Play	269			\$ 21,520.00	\$ 80.00
	AYCP individual	283			\$ 17,908.24	\$ 63.28
	AYCP - Couples	567			\$ 37,728.18	\$ 66.54
	AYCP limited couples	119			\$ 8,806.00	\$ 74.00
	AYCP-Limited	82			\$ 5,188.96	\$ 63.28
	Non-Profit/Other	297			\$ 9,489.00	\$ 31.95
	PM AYCP	188			\$ 8,114.08	\$ 43.16
	Totals	4515	5400	84%	\$406,269.46	\$ 89.98
	Avg 151 rounds/day	* start time 7:00am and last time for 18 holes is 4:30pm				
		** Other includes, Juniors, Employees, PGA, Non-profit, etc				

Mountain Course						
Time frame	Round Type	# of Rounds	Capacity	% of Capa	Total \$\$\$	\$\$/Round
2023	PPH	1233			\$ 45,354.00	\$ 36.78
June 1 to 30	NPPH	742			\$ 52,367.00	\$ 70.58
	Guest	261			\$ 13,243.00	\$ 50.74
	10 Play	35			\$ 1,449.00	\$ 41.40
	20 Play	27			\$ 1,053.00	\$ 39.00
	30 Play	3			\$ 109.59	\$ 36.53
	40 Play	27			\$ 920.70	\$ 34.10
	10 Play (9 holes)	103			\$ 2,914.90	\$ 28.30
	20 Play (9 holes)	39			\$ 1,037.40	\$ 26.60
	30 Play (9 holes)	3			\$ 74.88	\$ 24.96
	40 Play (9 holes)	15			\$ 349.50	\$ 23.30
	Limited AYCP- (9 holes)	0			\$ -	\$ 22.63
	Limited AYCP- (18 holes)	27			\$ 883.98	\$ 32.74
	No-Show PPH	0				
	No-Show NPPH	0				\$ -
	Non-Profit/Other	136			\$ 1,366.00	\$ 10.04
	Totals	2651	5400	49%	\$ 121,122.95	\$ 45.69
	For actual days open	2651	4120	64%	Avg 121 rounds/day	
		* start time 8:00am and last time for 18 holes is 5:00pm				
		** Other includes, Juniors, Employees, PGA, Non-profit, etc				
		*** Mountain Course opened on June 9th				

Mountain Course						
Time frame	Round Type	# of Rounds	Capacity	% of Capa	Total \$\$\$	\$\$/Round
2022	PPH	1313			\$ 30,577.00	\$ 23.29
June 1 to 30	NPPH	950			\$ 58,382.00	\$ 61.45
	Guest	383			\$ 17,881.00	\$ 46.69
	10 Play	25			\$ 1,012.50	\$ 40.50
	10 Play (9 holes)	157			\$ 5,099.36	\$ 32.48
	AYCP individual	175			\$ 4,394.25	\$ 25.11
	AYCP - Couples	316			\$ 7,081.56	\$ 22.41
	Non-Profit/Other	99			\$ 384.00	\$ -
	PMAYCP	23			\$ 347.99	\$ 15.13
	Totals	3441	4080	84%	\$ 125,159.66	\$ 36.37
					Avg 115 rounds/day	
* start time 8:00am and last time for 18 holes is 5:00pm						
** Other includes, Juniors, Employees, PGA, Non-profit, etc						

*Average daily rounds were up at both course vs June 2022

Key Project Updates

As the July 4, 2023 holiday week continues to unfold, our Staff has been working diligently given the high volume of visits to our beaches and facilities. A more detailed report will be in the next General Manager's report.

Financial Transparency

Interim Director of Finance Bobby Magee is working his way through the transition with former Director of Finance Paul Navazio. We anticipate more information forthcoming in the next General Manager's report.

Policy and Procedure 141/Resolution 1895 Report

The above policy and procedure has an annual reporting requirement and the following satisfies that requirement:

Eight (8) Complimentary lift tickets provided by Diamond Peak - \$1,260. (total)

One (1) Complimentary full season pass provided by Diamond Peak - \$625. (total)

Four (4) Complimentary one-month family Recreation Center membership - \$704. (total)

Two (2) Complimentary foursomes to Mountain Golf Course - \$656. (total)

Facilities has provided the following rental spaces at discounted rates:

<u>DATE</u>	<u>USER</u>	<u>RATE – DISCOUNT = NET CHARGE</u>
7/1/2022	Toccata	\$1820 - \$1120 = \$700
7/6/2022	Public Works	No charge
7/10/2022	TIGC Couples	\$500 - \$500 = \$0
7/12/2022	TIGC Summer BBQ	\$500 - \$500 = \$0
7/13/2022	IVGC Director's Cup	\$2770 - \$2770 = \$0
7/14/2022	Auxiliary Lobster Feed	\$2164 - \$1164 = \$1000
7/20/2022	IVGC and TIGC	\$1000 - \$1000 = \$0
7/16/2022	Transportation Summit	\$7990 - \$3930 = \$4060
7/19/2022	IVGC Invitational	\$500 - \$500 = \$0
7/24/2022	TIGC Couples Outing	\$500 - \$500 = \$0
7/26/2022	IVGC and TIGC	\$1000 - \$1000 = \$0
7/26/2022	IVGC and Teesters	\$1000 - \$1000 = \$0
7/26/2022	Vets Club	\$924 - \$924 = \$0
7/26/2022	Mountain Niners	\$500 - \$500 = \$0
7/29/2022	IVGC Invitational	\$500 - \$500 = \$0
7/30/2022	IVGC Invitational	\$500 - \$500 = \$0
7/31/2022	IVGC Invitational	\$4970 - \$4970 = \$0
8/2/2022	IVGCL Lunch	\$500 - \$500 = \$0
8/3/2022	IVGC and TIGC	\$1000 - \$1000 = \$0
8/9/2022	IVGC and TIGC	\$1000 - \$1000 = \$0
8/10/2022	Teesters Presidents Cup	\$500 - \$500 = \$0
8/10/2022	IVGC	\$500 - \$500 = \$0
8/11/2022	TIGC Pairing Party	\$500 - \$500 = \$0
8/11/2022	Sierra Angels	\$1680 - \$1680 = \$0
8/13/2022	TIGC Grab & Go	\$500 - \$500 = \$0
8/14/2022	TIGC Luncheon	\$500 - \$500 = \$0
8/16/2022	IVGCL Pine Cone	\$500 - \$500 = \$0
8/16/2022	Incliners	\$2770 - \$2368 = \$402
8/17/2022	Mountain Niners	\$500 - \$500 = \$0
8/17/2022	IVGC	\$500 - \$500 = \$0
8/18/2022	Taste of Incline	\$3308 - \$2308 = \$1000
8/22/2022	TIGC Couples	\$500 - \$500 = \$0
8/23/2022	IVGCL Pine Cone	\$500 - \$500 = \$0
8/23/2022	TFS Shabby Chic	\$1875 - \$1375 = \$500
8/23/2022	IVGCL vs TIGC Pairing Party	\$500 - \$500 = \$0
8/24/2022	Teesters	\$500 - \$500 = \$0
8/25/2022	IVGCL vs TIGC Pairing Party	\$500 - \$500 = \$0
8/26/2022	Vets Club	\$924 - \$924 = \$0
8/26/2022	IVGC Couples	\$500 - \$500 = \$0
8/30/2022	IVGC and TIGC	\$500 - \$500 = \$0
8/30/2022	Republican Women	\$5040 - \$2520 = \$2520
8/31/2022	IVGCL	\$500 - \$500 = \$0

<u>DATE</u>	<u>USER</u>	<u>RATE – DISCOUNT = NET CHARGE</u>
9/1/2022	TIGC Closing Dinner	\$1500 - \$1500 = \$0
9/4/2022	TIGC Closing Dinner	\$500 - \$500 = \$0
9/6/2022	TIGC Lunch	\$500 - \$500 = \$0
9/7/2022	IVGC Farewell	\$500 - \$500 = \$0
9/13/2022	Republican Women's Fashion Show	\$2520 - \$2520 = \$0
9/13/2022	Mountain Niners Closing	\$500 - \$500 = \$0
9/14/2022	Reno Tahoe Territories Mtg	\$1100 - \$1100 = \$0
9/15/2022	Teesters Closing Lunch	\$500 - \$500 = \$0
9/17/2022	Vets Club	\$924 - \$924 = \$0
9/18/2022	Hospital Auxiliary – Golf & Dinner	\$540 - \$540 = \$0
10/11/2022	Republican Women	\$2520 - \$2520 = \$0
10/14/2022	Tahoe Connection for Families	\$4970 - \$4470 = \$500
10/27/2022	Vets Club	\$924 - \$924 = \$0
10/27/2022	IVBOR - Corporate	\$2770 - \$2770 = \$0
10/26/2022	Rotary Chili Fest	\$810 - \$310 = \$500
11/10/2022	Sierra Angels	\$1680 - \$1680 = \$0
11/15/2022	Republican Women	\$2520 - \$2520 = \$0
11/15/2022	Incliners	\$2770 - \$2368 = \$402
11/30/2022	Lifeline Screening	\$3505 - \$3005 = \$500
12/9/2022	Breakfast with Santa	\$3045 - \$2545 = \$500
12/13/2022	Republican Women	\$2520 - \$2520 = \$0
12/13/2022	Incliners	\$2770 - \$2368 = \$402
12/15/2022	MOAA Party	\$1805 - \$1850 = -\$45
1/17/2023	Incliners	\$2770 - \$2368 = \$402
1/26/2023	Vets Club	\$924 - \$924 = \$0
1/26/2023	Sierra Angels	\$1680 - \$1680 = \$0
2/2/2023	Sierra Sotheby's	\$2200 - \$1700 = \$500
2/14/2023	Republican Women	\$1650 - \$1650 = \$0
2/21/2023	Incliners	\$2770 - \$2368 = \$402
2/23/2023	Vets Club	\$832 - \$832 = \$0
3/14/2023	Republican Women	\$1650 - \$1650 = \$0
3/21/2023	Incliners	\$2770 - \$2368 = \$402
3/23/2023	Sierra Angels	\$1680 - \$1680 = \$0
3/30/2023	Vets Club	\$832 - \$832 = \$0
4/11/2023	Republican Women	\$1650 - \$1650 = \$0
4/18/2023	Incliners	\$2770 - \$2368 = \$402
4/21/2023	TFS Cabaret	\$2175 - \$1675 = \$500
4/27/2023	Vets Club	\$832 - \$832 = \$0
5/2/2023	Incliners	\$2250 - \$1848 = \$402
5/9/2023	Republican Women	\$1650 - \$1650 = \$0
5/11/2023	Sierra Angels	\$1680 - \$1680 = \$0
5/12/2023	Sierra Angels	\$500 - \$500 = \$0
5/16/2023	Incliners	\$2770 - \$2368 = \$402

<u>DATE</u>	<u>USER</u>	<u>RATE – DISCOUNT = NET CHARGE</u>
5/25/2023	Vets Club	\$832 - \$832 = \$0
6/9/2023	IVIHS Prom	\$2070 - \$1570 = \$500
6/20/2023	Incliners	\$2368 - \$2368 = \$0
6/20/2023	AAUW	\$832 - \$332 = \$500

If you need more detail, please contact the Director of Administrative Services Susan Herron.

Wells Fargo Banking Contract

Director of Finance Navazio has executed a one year contract extension with Wells Fargo. The new contract extension date is June 30, 2024 and the contract list has been updated.

Operating Engineers Local Union No. 3 (3 agreements)

With the recent departure of both the District General Manager and the Director of Finance, Director of Human Resources Feore is working with the Union to determine how we move forward. As more information becomes available, the Board of Trustees will be advised.

District Strategic Plan Update

Attached to this report is the June 2023 updates presented by Staff. The last update was made to the Board in December 2022.

Policy 3.1.0, Subparagraph 0.4 – Report to the Board on Contracts Signed by the District General Manager

The reports for May and June are attached to this report.

Public Records Requests

Following are the public records requests from [June 7, 2023 to July 4, 2023](#)

Date Requested	By Whom	Subject	Date Responded	Status/Comments
03/12/2023	Dobler, Cliff	Effluent Pipeline & Lining Charges		
03/14/2023	Katz, Aaron	Procurement Card Purchases		
04/03/2023	Katz, Aaron	Summaries of all revenues and expenses assigned by staff to the following functions [Champ course range; bar cart sales; lessons, club rentals, pro shop merchandise sales; food, beer, wine and liquor sales at each golf course (in other words, NOT including those sales at the Grille Restaurant nor reported under facility sales); and, the Grille Restaurant] for the following fiscal years [July 1, 2018-June 30, 2019; July 1, 2019-June 30, 2020; July 1, 2020-June 30, 2021; July 1, 2021-June 30, 2022; and July 1, 2022-June 30, 2023 (at least to date)] separately for the District's Champ and Mountain golf courses		

04/17/2023	Dobler, Cliff	Please provide for my examination a listing of all charges to the Water Reservoir Coatings and Improvements (Capital Acct #2299D11204) for the period from fiscal year ending June 30, 2017 to June 30, 2021		
04/17/2023	Dobler, Cliff	Please provide for my examination a listing of all charges to the following Diamond Peak capital accounts (Lifts) for the fiscal years June 30, 2017 to June 30, 2022 Crystal Express - 3462HE1502 Lakeview - 3462HE1702 Lodge Pool - 3462HE1702 School House - 3462HE1602 Red Fox - 3462HE1712 Ridge - 3462HE1603		
04/29/2023	Dobler, Cliff	A listing of each and all equipment and vehicles as stated in the 2022 audited annual report. The total amount is \$529,561.	06/13/2022	Complete
05/02/2023	Dobler, Cliff	Provide for my examination or provide an explanation of the \$145,903 of "Interfund Charges" and the \$50,360 of "Sales and Fees" as Revenues in Schedule B- GENERAL FUND as stated in form 4404LGF (page 975 of 1020) of the April 12,2023 Board Packet.		
05/19/2023	Katz, Aaron	All forms filled out and transmitted to the NCGA since July 1, 2018.		
05/19/2023	Wright, Frank	Please provide under the public records act the following information for, "Incline Village GC" at 893 Southwood Blvd.: the Bylaws of the Incline Village GC; the list of officers; and records of the last 3 annual meetings		
05/24/2023	Gumz, Joy	Please provide the Fixed Asset List / Equipment List as of June 30, 2019 for the GOLF VENUES (champ/Mountain and Golf capital funds_ showing the Fund to which the Equipment is assigned, date of purchase, cost, current value, condition, description, Fixed Asset number, serial number.	06/16/2023	Complete Requester has made additional information requests which are being worked by Staff.
05/26/2023	Wright, Frank	The names of every member in every golf club that are given tee times and use of our championship course		
05/30/2023	Miller, Judith	Salary Ranges effective 7/1/2023 in Excel		Sent requester an email that her request will be revisited in mid-July; information presently not available.
06/03/2023	Wright, Frank	Copies of all the golf clubs bylaws, a list of officers, each clubs rules and regulations for admission and the specific requirements each club has in order to be a club member. Also the number of golfers allowed in to each club	06/06/2023	Complete
06/08/2023	Wong, Kendra	Each of the trustee's individual evaluations of GM Indra Winquest for his 2023 performance evaluation and a record of the date each trustee submitted the evaluation.	06/13/2023	Complete
06/12/2023	Dobler, Cliff	Skatepark Documents	06/14/2023	Complete
06/27/2023	Miller, Charley	Exit Interviews (3 employees)	06/27/2023	Complete
07/04/2023	Katz, Aaron	CoralBridge Partners – a variety of documents including old strategic plans		

Purchase Orders Approved By the General Manager
(May 2023)

PO Number	Fiscal Year	Description	Status	Total Amount	Vendor Name	Department	Approved
22300348	2023	Power Switch	Printed	\$90,632.76	Dell Computers	I/T	05/11/23
22300340	2023	Chateau Carpet Replacement	Printed	\$55,942.25	Tahoe Specialty Flooring and Window Design	Facilities	05/19/23

Purchase Orders Approved By the General Manager
(June 2023)

PO Number	Fiscal Year	Description	Status	Total Amount	Vendor Name	Department	Approved
22300362	2023	FY 22 -- 2720 SPECIAL USES TOI400205 163 SKI SLPOE OR SKI TRAIL PE Printed		87,679.34	USDA Forest Service	SKI	06/15/23

MEMORANDUM

TO: Board of Trustees

FROM: Indra Winqest
District General Manager

SUBJECT: General Manager's Status Report
Prepared for the meeting of July 12, 2023

DATE: July 5, 2023

Shown below is a progress update to the District Strategic Plan which was adopted by the Board of Trustees in September 2021. It is updated by Budgeted Initiatives for 2021 – 2023 with the update in brown text.



Strategic Plan
Fiscal Years 2021/2022 and 2022/2023
Adopted September 2021
Progress Update (May 2022)
Progress Update (December 2022)
Progress Update (June 2023)

LONG-RANGE PRINCIPLES

LONG RANGE PRINCIPLE #1 - SERVICE

The District will provide superior quality service through responsible stewardship of District resources and assets with an emphasis on the parcel owner and customer experience.

LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT

Initiating and maintaining effective practices of environmental sustainability for a healthy environment, a strong community and a lasting legacy.

LONG RANGE PRINCIPLE #3 - FINANCE

The District will ensure fiscal responsibility and sustainability of service capacities through prudent fiscal management and maintaining effective financial policies for internal controls, operating budgets, fund balances, capital improvement and debt management.

LONG RANGE PRINCIPLE #4 - WORKFORCE

Attract, maintain and retain a highly qualified, motivated and productive workforce to meet the needs of district venues, facilities, services and operations.

LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE

The District will practice perpetual asset renewal, replacement and improvement to provide safe and superior long term utility services and recreation venues, facilities, and services.

LONG RANGE PRINCIPLE #6 - COMMUNICATION

The District will engage, interact and educate to promote understanding of the venues, facilities, services, and ongoing affairs.

LONG RANGE PRINCIPLE #7 - GOVERNANCE

The District is a local agency that delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for

fiscal and environmental sustainability through collaboration, civic participation, and transparency.

LONG RANGE PRINCIPLE #1 - SERVICE

The District will provide superior quality service through responsible stewardship of District resources and assets with an emphasis on the parcel owner and customer experience.

Strategies *defined as how we envision accomplishing this objective(s)*

- Provide well-defined customer service consistent with fiscal goals, and parcel owner and customer expectations.
- Utilize best practice standards for delivery of services and re-evaluate every year.
- Apply Performance Management to meet and/or exceed established venue customer service expectations.
- Commit to continuous improvement through evaluation of parcel owner and customer loyalty/satisfaction.
- Maintain customer service training and resources for new, returning and existing employees.

Long-term Initiatives *defined as what we see as needing to be done in the future*

1. Enhance and evaluate metrics through key performance indicators for each venue, facility, and service.
2. Enhance specific performance indicators to evaluate parcel owner and customer loyalty/satisfaction.
3. Work with the parcel owners and customers to establish a sustainable long term financial and service model for all the District's venues, facilities and services starting with golf (2021-22).
4. Analyze the net effect of documented customer service levels on the District services and operations and apply changes as needed.
5. Utilize venue and/or community surveys to evaluate and measure customer service as it relates to service demands.

6. Execute the short and long term strategy as they relate to various district venue and facility master plans and studies as the roadmap for the future.
7. Improve the comprehensive Standard Operating Procedures manuals for each venue and facility and update as appropriate.

Budgeted Initiatives for 2021 - 2023 – defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies

- A. Assess how services are impacted by recruitment challenges based on the current hiring environment and develop strategies to limit these impacts.

Reported on April 26, 2022 – In progress. Services levels are directly related to staffing levels and with the current recruitment issues staffing is at a minimum. Strategies being utilized to limit impact to and provide optimum service levels include:

- formation of Staff committees to work with HR to help bolster recruitment and retention options
- reorganization of staffing models
- review of current wage structure
- improvement and protection of employee benefits and privileges

Working with Human Resources, continue to evaluate venue needs to develop strong recruitment and retention initiatives.

Ongoing: Recruitment and retention committees continue to meet with HR to improve employee recruitment packages. On retention, management staff and HR recently met to discuss possible updates to the annual evaluation process. Golf Operations has reorganized staffing at Mountain Course and employee benefits is still at the forefront for all venues.

A presentation was made to the Board of Trustees.

- B. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training to include department/venue specific orientations/trainings.

Reported on April 19, 2022 - Proposed FY2023 Budget. Strategies include training hours within personnel expenses as provided in the FY 2022 2023 budget. Partnering with Human Resources, provide feedback for assessment and evaluation of efficacy of training and suggestions for updates to better address staff's customer service training needs.

Working with HR to improved venue onboarding processes as well internal and external staff training and growth opportunities as the budget permits. The District as a whole is looking at ways to improve and updating our CST classes.

Ongoing

- C. Understand, communicate and demonstrate documented service level baselines at each venue and facility. The emphasis is on providing the best, most consistent customer experiences.
Reported on April 18, 2022 - In progress. Staff intends to deliver documented service levels by venue and facility as provided in the FY 2022 2023 budget.
In progress and all venues continue to provide the best possible service while staffing levels are at below optimal levels.
Continuing to take Board direction and evaluating where service levels may be adjusted.
- D. The District is continuing the Customer Care program for all of Community Services including the beaches, which includes empowerment for any actions that generate a hard cost to remedy a customer satisfaction issue.
Utilization of this program continues at each venue.
Increase staff training of Customer Care program the value of empowerment in remedying customer satisfaction issues.
Ongoing
- E. Seek service specific community feedback to determine parcel owner and customer satisfaction and implement into overall business models.
Reported on April 18, 2022 - In progress. Staff is actively utilizing Alchemer to survey customer satisfaction, gather community input and implement it into current business models.
Recreation Center and Tennis Pickleball Center to launch customer satisfaction surveys in spring of 2023. Ski and Golf provide an annual end of season customer service satisfaction survey.
- F. Utilize employee surveys to further define areas of improvement as well as celebrate successes.
Reported on April 26, 2022 - In progress. Staff is utilizing the Alchemer survey tool.
Developing an employee satisfaction survey for Community Services venues.

LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT

Initiating and maintaining effective practices of environmental sustainability for a healthy environment, a strong community and a lasting legacy.

Strategies *defined as how we envision accomplishing this objective(s)*

- Protect Lake Tahoe and other water sources in the Basin to remain viable sources of drinking water.
- Protect Lake Tahoe as a drinking source through programs, projects, and events that eliminate trash, hazardous waste, and contaminants from entering the watershed.
- Support integrated regional strategies for the planning, design, construction and implementation of water system infrastructure for fire suppression.
- Meet or exceed Federal, State, County and District requirements in the protection of our resources and environment in achieving sustainability.

Long-term Initiatives *defined as what we see as needing to be done in the future*

1. Execute the goals of the Tahoe Water Suppliers Association to meet Federal, State and Local applicable requirements for filtration avoidance and other pertinent requirements; promulgated by the Surface Water Treatment Rule and its amendments.
2. Promote responsible use of water as a valuable natural resource. Protect Lake Tahoe as a drinking source through programs, projects and events that eliminate trash, hazardous waste and contaminants from entering the watershed.
3. Continue Legislative Advocacy efforts at the Federal, State and County Government level to support appropriations for water and wastewater infrastructure improvements that support Principle #2 and Principle #5.
4. Participate in the Lake Tahoe Community Fire Prevention Partnership in working with Regional Fire Districts to improve fire suppression in the Tahoe Basin.
5. Enter into available Grant Agreements with the South Tahoe Public Utility District as a member of the Lake Tahoe Community Fire Prevention Partnership.
6. Complete an annual Sustainability Report for Departments in order to responsibly manage resources under IVGID's care, protect public health and balance its social and environmental duties to the citizens and community.
7. Maximize energy efficiency by making improvements at District venues and facilities.

Budgeted Initiatives for 2021 - 2023 *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Operate a residential drop-off household hazardous waste and electronic waste facility or events to reduce the amount of hazardous materials entering the waste stream and help to prevent illegal dumping in order to protect the Lake Tahoe watershed.

The program continues to be operational from mid-April to mid-November with residents making appointments to drop-off their items. Approximately 20 ton of household hazardous waste and electronic waste are collected annually.

Approximately 600 customers are served annually, collecting 20-23 tons of household hazardous waste and electronic waste for proper disposal. An RFQ for enhanced services is currently advertised and proposals are due in March 2023.

- B. Continue membership and leadership in the Tahoe Water Suppliers Association and provide IVGID employee support as the Association Director to execute the goals of the Association.

District Staff continue to support the TWSA at the Director level with support from other IVGID staff. Efforts continue to support environmental protections of Lake Tahoe as a source for water in the basin. Staff has been reviewing data from the Tahoe Keys herbicide weed control pilot project and providing TWSA members with summary information. Through TWSA, the Director will be supporting efforts to implement the plastic water bottle ban (less than 1 gallon) by the City of South Lake Tahoe.

District Staff continue to support the TWSA at the Director level with support from other IVGID staff. Focused efforts continue to support environmental protections of Lake Tahoe as a source for water in the basin. Staff has been reviewing data from the Tahoe Keys herbicide weed control pilot project and providing TWSA members with summary information. Through TWSA, the Director is supporting efforts of the plastic water bottle ban (less than 1 gallon) by the City of South Lake Tahoe with Drink Tahoe Tap outreach messaging .

- C. Work with regional agencies on programs to reduce trash and micro-plastics from entering the Lake Tahoe watershed.

Continuing the multi-jurisdictional partnership with Clean Tahoe to address solid waste issues and litter in the District. Continue hosting of volunteer cleanups in partnership with the IVCBA, League to Save Lake Tahoe and other agencies.

Continuing the multi-jurisdictional partnership with Clean Tahoe to address solid waste issues and litter in the District. Continue hosting of volunteer cleanups in

partnership with the IVCBA, League to Save Lake Tahoe and other agencies. Bear Smart education and trash enforcement programs provide community with best practices support.

Continued collaboration with researchers/staff at Tahoe Environmental Research Center and Desert Research Institute on micro-plastics in freshwater.

A TWSA supported TERC research report was released March 2023.

- D. In partnership with the North Lake Tahoe Fire Protection District, protect District lands and the Lake Tahoe Basin watershed by performing defensible space best management practices.

For FY22 an amount of \$200,000 was budgeted to support the Fire Department defensible space efforts.

For FY22 an amount of \$200,000 was budgeted to support the Fire Department defensible space efforts. This amount is budgeted annually to sustain long-term defensible space management of the District infrastructure.

Increased collaboration on outreach to property owners on 1) hazards of hot coals and 2) providing green waste yard collection and green waste chipping options.

- E. Prioritizing tree maintenance and vegetation management on District-owned properties.

Public Works monitors and addresses maintenance needs and manages vegetation at all facilities. Reported on April 26, 2022 – in progress.

During the summer months, the Parks crew and the Diamond Peak Brush crew work together on vegetation management and tree health on District owned properties.

All affected venues monitor and address maintenance needs and manages vegetation at all facilities.

- F Provide bear shed rebates for new parcel owners and customers in the service area to contain putrescible waste in a safe manner.

Rebates continue to be offered to new owners in the amount of \$150, with 25 rebates allocated annually. A total of 14 rebates for a total of \$2,100 were issued

in FY22. And a total of 5 rebates for a total of \$750 have been issued in FY23 as of 11/1/2022.

Rebates continue to be offered to new owners for bear sheds in the amount of \$150 each, with 25 rebates allocated annually. A total of 14 rebates for a total of \$2,100 were issued in FY22. And a total of 10 rebates for a total of \$1,500 have been issued in FY23 as of 3/1/2023.

- G Provide water efficiency rebates to customers for the installation of a high efficiency toilet or washing machine.
Rebates continue to be offered in the amount of \$100 per toilet or washing machine. 44 rebates for a total of \$4,400 in rebates were issued in FY22. And a total of 17 rebates for a total of \$1,700 have been issued to date in FY23 as of 11/1/2022.

LONG RANGE PRINCIPLE #3 - FINANCE

The District will ensure fiscal responsibility and sustainability of service capacities through prudent fiscal management and maintaining effective financial policies for internal controls, operating budgets, fund balances, capital improvement and debt management.

Strategies *defined as how we envision accomplishing this objective(s)*

- Develop and maintain a long-term plan to sustain financial resources.
- Ensure budgets that utilize recurring revenues to cover ongoing costs and limits use of one-time funds to support one-time expenditures.
- Report results and demonstrate value to the parcel owners and customers through regular financial reporting and related performance management metrics.
- Regularly review and assess the effectiveness of internal controls supporting compliance, financial reporting, and stewardship of District assets.
- Comply with applicable Federal, State, County, and District policies.
- Adhere to Government Generally Accepted Accounting Principles (GAAP).

Long-term Initiatives *defined as what we see as needing to be done in the future*

1. Prepare Annual Budgets that demonstrate the balance of allocated resources, with service expectations, and the capability to deliver.

2. Prepare a five-year forecast for each major fund as a part of the annual budget development process.
3. Utilize annual and interim financial reports to build understanding of the different aspects between operations, capital improvement projects and debt service, and promote fiscal transparency.
4. Work with Board of Trustees to identify Board Policies, Practices and Resolutions related to the Finances of the District that need updating, elimination, or creation. Consider updating Board Policies and Practices relating to Budget and Fiscal Management.
5. Continue the refinement of appropriate performance measurement to demonstrate quality as well as quantity.

Budgeted Initiatives for 2021 - 2023 *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Transition financial reporting for Community Services and Beach activities from Special Revenue to Enterprise fund accounting for the 2021/2022 Fiscal Year in order to better support full-cost recovery objectives for operating, capital and debt expenditures.
 - a. **Completed:**
 - i. **Hearing before State of Nevada Department of Taxation (January 28, 2021);**
 - ii. **Board approved FY2021/22 Final Budget using Enterprise Fund Accounting (May 26, 2021);**
 - iii. **Department of Taxation approved Final Budget Submission – Form 4404LGF (June 11, 2021).**
 - iv. **FY2021/22 Audit completed May – December 2022**
- B. Work with Board of Trustees to implement District-wide pricing policy, to ensure desired cost recovery and policy-driven differential pricing for parcel owners and customers.
 - b. **Completed:**
 - i. **Board of Trustees approved new Pricing Policy (Board Practice 6.2.0, at meeting of March 1, 2022)**
- C. Review the allocation of Facility Fees assessed on parcels within the District, including components for operations, capital expenditure and debt service.
 - c. **Ongoing – in process:**

- i. Facility Fee allocations were discussed at Board budget workshop on January 26th and budget updates presented on March 30th, and April 13th, 2022.
 - ii. Public Hearing held and final Board action of Facility Fee allocations taken on May 26, 2022 (with FY22/23 Budget Adoption).
 - iii. Facility Fee allocations will be reviewed once again, in early 2023, in conjunction with Board's Fy23/24 budget workshops
- D. Prepare the required Annual Comprehensive Financial Report, with an independent auditor opinion, to provide financial position and results of operations to a variety of users and information needs.
- Completed for fiscal year ended June 30, 2021:
 - Final ACFR with independent auditor opinion presented to the Audit Committee on December 8, 2020 and to Board of Trustees on December 14, 2022
 - Report(s) filed with the Department of Taxation, pursuant to NRS 354.624, on December 16, 2022.
 - Preparation of ACFR for fiscal year ended June 30, 2022 currently underway as subject to review by the District's Independent Auditor.
 - Final ACFR and Auditor's Report scheduled to be presented to the Board of Trustees on December 14, 2022.
 - Completed for fiscal year ended June 30, 2022.
 - Final ACFR presented to Board of Trustees on December 14, 2022 and filed with the Department of Taxation on December 15, 2022.
- E. Comply with Nevada Revised Statutes, District policies and Administrative Code requirement for the budget process, indebtedness reporting, and the annual audit.
- Ongoing – in process:
 - FY2020/21 annual audit, FY2021/22 budget and FY2020/21 indebtedness report were filed with the State Department of Taxation who found all reports to comply with applicable NRS and NAC requirements (per correspondence of January 13, 2022-ACFR, and June 11, 2022 – Budget).
 - Audit Committee has raised concerns over conformity of financial statements with Board policies related to capitalization.
 - FY2022/23 budget notes that Utility Fund (200) reserves are expected to remain below new Board Policy related to capital reserve funds; issue being address through multi-year utility rate study.
 - Annual Indebtedness Report and Five-Year Capital Plan reviewed by Board of Trustees on July 28th and filed with the Department of Taxation.

- On January 24, 2023 the District received correspondence from the Department of Taxation stating that the ACFR for the fiscal year ended June 30, 2022 complies with all applicable statutes and regulations.

F. Complete comprehensive review of District's internal control policies and procedures to ensure sound fiscal management, integrity of financial information and safeguard the District's assets and financial resources.

- Ongoing – in process:

- 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).
- Staff is currently updating internal Finance and Accounting Procedures Manual to reflect current workflow and internal control procedures; and
- Hired consultant, Management Partners, to review Finance and Accounting Procedures manual to include recommendations to align with industry best-practices; and
- A set of new comprehensive Purchasing Policies were approved by the Board of Trustees in July 28th, covering procurement of Goods and Services as well as Public Works Contracts.
- Per recommendation from the Audit Committee, the independent auditor is completing two supplemental engagements related to compliance with policies and procedures related to purchasing/contracts and capitalization of fixed assets.
 - The supplemental engagement report on Purchasing/Contracts was presented to the Audit Committee on December 5, 2022.
 - The draft report re supplemental engagement covering compliance with Capitalization policies was presented to the Audit Committee on February 27, 2023.
- Strengthening internal controls is also a major focus of the project to transition to the Tyler/Munis financial system, effective July 1, 2022 (see below).

G. Actively manage financial planning and reporting to inform decision making to sustain a strong financial base for operations, while maintaining care and condition of capital assets and existing infrastructure.

- Ongoing:

- Staff continues to prepare and publish monthly financial reports to the District's website; as of December 2020 monthly published reports have included line-item budget detail report.
- Quarterly reports are presented to the Board of Trustees via:
 - Quarterly Budget Updates

▪ Quarterly CIP Popular Status Reports (Capital Projects)

H. Implement transition to new Tyler/Munis enterprise financial system to enhance management and oversight of internal controls, District finances, improve workflow process and strengthen internal controls.

• In process:

- Strengthening internal controls is also a major focus of the project to transition to the Tyler/Munis financial system, effective July 1, 2022;
- Workflows, approvals and system controls have been updated to assist with across various modules to assist with appropriation controls, procurement and accounts payable processing;
- The Contract management module is anticipated to be rolled-out in early 2023.

LONG RANGE PRINCIPLE #4 – WORKFORCE

Attract, maintain and retain a highly qualified, motivated and productive workforce to meet the needs of District venues, facilities, and operations.

Strategies defined as how we envision accomplishing this objective(s)

- Evaluate job descriptions to frequently ensure regulatory compliance in language, for workforce needs, and related compensation for the position.
- Partner with department managers and individuals, assess training and educational needs for existing workforce by providing industry specific programs; coordinate trainings with both in-house staff and outside resources to ensure essential educational needs are evaluated and addressed.
- Collaborate with Department Managers to identify individuals for talent management opportunities to ensure continued retention and growth for management succession within the District.
- Re-evaluate, during the budget process, the optimum level of employees and related total compensation, necessary to each department based on industry standard and levels of service.
- Create and implement a robust recruiting process to ensure the District reaches the best talent by evaluating current recruiting trends, analyzing current job market rates and reviewing competitive offers of employment.
- Focus on creative strategies related to differences in how the District recruits full time, part time, and seasonal employees.
- Comply with applicable Federal, State, County governmental regulations and all District policies.
- Continue to provide a safe environment and continue to strive for low worker's

- compensation incidents through ongoing and targeted safety training.
- Work with employees to improve employee engagement and culture through focused performance management goals, engagement participation and incentives.

Long-term Initiatives *defined as what we see as needing to be done in the future*

1. Following review and research on like-industry wages, benefits and privileges, evaluate current positions to ensure District is competitive with its total compensation and benchmarks to support recruitment and retention needs.
2. Begin implementation of new Human Resources system for better efficiencies and automation.
3. Work closely with the IT Department to develop online training opportunities for all employees including cyber-security.
4. Work with Board of Trustees to identify Board and Human Resources Policies related to the District Employees and Human Resources that need updating, elimination, or creation.
5. Educate Management Staff through targeted trainings on how to manage, engage, educate and foster better communication with employees. Ensure emphasis is on employee retention.
6. Continue encompassing employee engagement participation for measured performance measurement of goals and objectives. Set increases that correlate directly with goals and engagement measures.
7. Analyze current recruiting trends to meet the challenges of hiring top candidates for open positions. Closely partner with Management Staff to ensure specific hiring needs are unambiguous and attainable. Utilizing the Economic Development Authority of Western Nevada's (EDAWN) agency resources, monitor current regional unemployment rates and incoming industries and businesses to assess targeted recruitment campaigns. Develop interactive system to ensure viable candidates remain engaged throughout the recruitment process.

Budgeted Initiatives for 2021 - 2023 *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Review budget, number of positions to salary and benefits and conduct surveys to ensure we are making every effort to attract, maintain and retain qualified employees across the District. Continually evaluate current market trends to ensure District wages and benefits remain competitive and attractive to top talent candidates and current Staff.

The HR department is currently researching firms that provide salary surveys to encompass both regional and industry related data. Once cost information is received, this information will be reviewed with the General Manager for further direction. Following the increases to wages related to the annual COLA, a review of local agencies' compensation will be made to determine competitiveness of District's current pay scale and benefits offered. Please note: most recently, following the advice from our attorney, we have updated recreation privilege enrollment to comply with IRS regulations. Working with the General Manager and the Board of Trustees, any future changes to recreation privileges will be reviewed and promptly updated.

A review of the District's compensation following the annual COLA increases shows the District remains competitive with regional agencies. While the HR Department will keep the data yielded following research of firms providing salary and benefit data, we will place this initiative on our department's long range calendar for review at a later time.

- B. Assess the ongoing impacts of wages, and retention of employment changes as follows:

- I. For recreational specific venues and positions: monitor FLSA changes for continued recreational exemption status compliance; review regional like-industry wages for recommended changes to District's current budget; identify training opportunities to ensure continued growth of seasonal employees.

This is an ongoing process that continues throughout the year. We maintain a large network of regional and industry professionals; as such, we have constant access to shared information as needed.

This is an ongoing process that continues throughout the year.

- II. For administrative venues and positions: partner with management teams to assure training/educational opportunities are available to employees for continued career growth; identify employees to cross train for succession planning purposes; evaluate best practices for targeted recruiting campaigns.

Partnering with PoolPact, we have developed new training programs to be included with the e-learning system, Absorb. Following the implementation of the new HCM/Payroll project, the HR team will partner with the IT team to review and possibly develop additional online training programs to include

cyber-security. Until such time as this training is developed, the HR department has identified applicable trainings available on Absorb. The HR Department has increased its recruiting focus to partner with local businesses and agencies for cross marketing of new and open positions. This includes attending and hosting additional job fairs. The increased engagement with the District's residents, to include new residents, is anticipated to yield positive results to improved hiring responses.

Collaborating with PoolPact, we have identified management specific trainings for line and mid-level managers to attend. At last count, over twenty such managers will be attending this multi-session training in January, 2023. Further, we continue to work with department management teams to identify training needs for staff. This is an ongoing process that continues throughout the year.

- C. Conduct quarterly management educational trainings for both new and current management and supervisory employees with an emphasis on communication, motivation, productivity and team building to improve job satisfaction, morale and employee recruitment/retention and succession planning for both employees and managers.

Following the full implementation of the new Tyler (Munis) HRIS system, renewed focus on individualized training (by department, by position) will begin. In November, 2022, the training team partnered with a local county agency to provide management training specific to identifying employees in crisis. The feedback from management was overwhelmingly positive. Our efforts in developing ongoing management training continues.

- D. Continue to monitor updates and changes from Federal, State, and County authorities, as applicable, regarding new regulations related emergency directives, to ensure prompt communication with IVGID management. Review emergency response plans with each department to ensure future workforce readiness.

This is an ongoing process that continues throughout the year.

This is an ongoing process that continues throughout the year.

- E. Partner with the Recreation Center Management Team to develop Health and Wellness strategies for District employees; monitor programs to evaluate an overall reduction in absenteeism related to illness, reduced insurance usage, improved employee morale, and increased employee engagement.

This is scheduled for review following the implementation of the new HRIS system*. With the implementation of the new HCM/Payroll software, we will have

access to creating surveys and communications with staff to stay ahead of topics of interest and promote workplace culture.

With the recent change of personnel in the HR Department, this initiative has been placed on hold. As our team resumes full staffing levels, this initiative again becomes a priority.

*The HCM/Payroll project was originally scheduled to go live in July, 2021; however, loss of staff in the HR department, COVID and other unforeseen delays necessitated the need to push the project to July 1, 2022. This date was chosen to coincide with the go-live date for the Finance portal; doing so helps to ensure more accurate data reporting.

F. Leverage the consultant's recommendations in the Utility Asset and Infrastructure study as it relates to recruitment, retention, and restructuring of the Public Works workforce.

Working with the Director of Public Works and District General Manager, recommendations have been evaluated and, as applicable, implemented.

Working with the Director of Public Works and District General Manager, recommendations have been evaluated and, as applicable, implemented.

LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE

The District will practice perpetual asset renewal, replacement and improvement to provide safe and superior long term utility services and recreation venues, facilities, and services.

Strategies defined as how we envision accomplishing this objective(s)

- Maintain, renew, expand and enhance District infrastructure to meet the capacity needs and desires of the community for future generations.
- Maintain, procure and construct District assets to ensure safe and accessible operations for the public and the District's workforce.
- Maintain current district venue and facility master plans and studies.
- Maintain and execute a 5-Year and 20-Year capital improvement plan.
- Conduct planning and design, prior to advancing projects or procurement, to ensure new District assets meet operational requirements and enhance the parcel owners and customer experience.
- Maintain an asset management program leveraging technology, as appropriate by venue/division, to ensure timely and efficient asset maintenance.
- Comply with regulatory requirements, industry standards, and District policies.

- Leverage technology and employee training to secure District assets digitally and physically.

Long-term Initiatives *defined as what we see as needing to be done in the future*

1. Complete a community wide review of the Diamond Peak Master Plan to ensure that it meets the needs of parcel owners and customers. It has been five years since the last review.
2. Continue to review and potentially implement priorities identified in the various district venue and facility master plans and studies as defined by the Board of Trustees.
3. Focus on strengthening overall project and contract management.
4. Identify Board Policies, Practices, Resolutions, and Ordinances related to District Asset Management and present to the Board those that need updating, elimination, or creation.
5. Pursue project partnerships and Federal, State and Local funding to reduce District costs for Phase II of the Effluent Pipeline Project.
6. Ensure digital safeguards are in place for District technology infrastructure.
Current Proposal in FY 23/24 to replace District Firewalls with NextGen Firewalls, On-Going Network Structure audits - Cleanup

Budgeted Initiatives for 2021 - 2023 *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Use findings from Utility Management and Asset Assessment Study and the Moss Adams Reports, and analyze recommendations to bring forward changes that provide benefit to the District.
Staff has completed a review of additional personnel requirements, much of which aligns with the management study. Four positions were identified and requested for FY23 with two being approved in the budget. The recommendation for a Capital Project Committee will be discussed with the Board in early 2023.

Staff has completed a review of additional personnel requirements, much of which aligns with the management study. Four positions were identified and requested for FY23 with two being approved in the budget. One additional position was approved in the FY24 budget. The recommendation for a Capital

Project Committee is currently being discussed by the Board.

- B. Complete Utility Rate Study to ensure the Utility Fund meets budgetary and fund balance requirements.

A Utility Rate study was completed to develop the five-year forecast and identify likely rate increases to support the operations and maintenance of both water and sewer utilities.

An update to the Utility Rate study for both water and sewer utilities was completed with the Public Hearing to increase rates held on June 14, 2023.

- C. Work with CMAR and design consultants to finalize design and begin construction of the Effluent Pond Lining and Pipeline Projects.

The Pipeline project is currently at 100% design and staff is working with Granite and HDR to finalize the plans and specification. The Board has approved staff to work with Granite to competitively bid pipeline materials with the intent to make an early procurement. The Storage Tank (formerly Pond Lining) project is at 60% design with final design anticipated January 2023. Staff continues to collaborate with the design consultants, CMAR and multiple regulatory agencies to continue moving the design, environmental and permitting process forward. Construction on both projects is anticipated to begin in May 2023.

Approximately 3,457 LF of pipe was installed during May and June 2023 on the Pipeline project by Granite Construction. The construction contract with Granite includes additional work to be done in Fall 2023. Granite is working on an updated OPCC for the remainder of the project that will be presented to the Board when complete. The Storage Tank (formerly Pond Lining) project design is complete. The construction of the Storage Tank is anticipated to begin in May 2024. The USACE is reviewing environmental documents for both projects for the 595 Program Funds.

- D. Allocate capital expenditures to maintain services and facilities.
Budget allocation has been modified to separate capital projects and maintenance projects within the Capital Improvement Plan.

- E. After the parcel owner and customer input is received, prepare an outline of the next steps to move the Diamond Peak Master Plan forward if deemed necessary by the Board of Trustees and Staff.

Reported on April 18, 2022; Survey Diamond Peak Pass holders and community summer 2022, compile results and hold community meeting summer or venue advisory team to meet summer 2022.

As of this update, Staff has deferred the proposed summer 2022 Diamond Peak Master Plan review advisory committee meetings until late fall to mid-winter.

- F. Create and implement a District Project Manager position in the Engineering Division of Public Works.

Completed; the Project Manager was hired in September 2021.

- G. Advance the planning of the Community Dog Park.

Efforts continue with the Forest Service to obtain use of the parcel across from Incline High School for the Dog Park. A working group including residents has been established to discuss the project objectives and design considerations.

The GM's Dog Park Advisory Committee has identified four suitable locations for a Community Dog Park. The committee conducted site visits and is in the process of rating each of the sites with the intention of zeroing in on the best possible option. Additionally, a survey is being created to gather the community's input on the Dog Park priority project.

- H. Complete the design and begin construction of the Mountain Golf Course Path Project.

Construction of Phase 1 is complete. Public Works staff has re-evaluated the conditions of the remaining pathway. The results of this evaluation were presented to the Board with an alternate approach to construction. The Board accepted this alternate approach. It is anticipated that some work will be done in late spring 2023, with the remainder being done in Fall 2023.

Construction of Phase 1 is complete. Two construction contracts for Phase 2 have been approved by the Board and work will begin in Fall 2023.

- I. Complete evaluation of the options and provide a recommended timeline and methodology for the reconstruction of Ski Way.

Project is in the FY 2025 CIP budget

Project is in the FY 2026 CIP budget

- J. Develop Comprehensive Capital Plan for IVGID Beach Properties aligning with the Beaches Master Plan.

In October 2022 the District received a draft study regarding IVGID beaches ingress/egress recommendations for improvements from LSC Transportation Consultants. Once finalized, the study will be presented to the Board of Trustees at an upcoming Board of Trustees meeting currently planned for January 2023.

In October 2022 the District received a draft study regarding IVGID beaches ingress/egress recommendations for improvements from LSC Transportation Consultants. The study was presented to the Board of Trustees in January 2023 with direction to return to the Board of Trustees with a phased approach of the most viable options.

- K. Execute the Burnt Cedar Swimming Pool Reconstruction Project.
Construction complete.
- L. Implement Phase 1 of District-wide security camera project.
Phase 1 of implementation is currently at 50%, staff expect to be finished by June 15, 2022.
Phase 1 is 90% complete, awaiting Parks Admin; Skate Park; AG Bathrooms are all awaiting cabling for installs. Phase 2 was started June 30, 2022 and is 60% complete, expecting to be completed May 1, 2023.

LONG RANGE PRINCIPLE #6 - COMMUNICATION

The District will engage, interact and educate to promote understanding of the venues, activities, services, and ongoing affairs.

Strategies *defined as how we envision accomplishing this objective(s)*

- Promote transparency in all areas including finance, operations and public meetings.
- Maintain, expand and enhance the District's communications infrastructure to meet the evolving needs and desires of the parcel owners and customers utilizing current industry best practices.
- Provide clear, concise and timely information in multiple, publicly accessible formats.
- Ensure internal and external communication are responsive, comprehensive and inclusive.
- Ensure the District employees and the Board of Trustees are focused on unified communication and messaging.

Long-term Initiatives *defined as what we see as needing to be done in the future*

1. Continue to implement best practices for sharing information with the public including but not limited to the Districts websites, IVGID quarterly magazine, email communication, public outreach, special events, social media platforms and/or paid advertising platforms as appropriate.

2. Maintain online systems for parcel owners and/or customers to access their accounts and complete online transactions. **Currently, Parks and Recreation has this functionality. Staff is working to implement this functionality in other areas of the District, i.e. Ski.**
3. Participate in relevant community and basin outreach events and publications to spread messaging on District services.
4. Work diligently to improve all external partner and collaborative relationships to maximize available resources.
5. Proactively seek parcel owner and customer input on important matters affecting the community as determined by Management and/or the Board of Trustees.
6. Involvement/presence with parcel owners and customers meet and greets to include key venues and the Board of Trustees.

Budgeted Initiatives for 2021 - 2023 *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Host Board of Trustees Community Workshops related to key District matters as scheduled by the Board of Trustees.
These are typically held in the late Spring/early Summer at the Chateau. Staff will schedule if the Board of Trustees desires to do them. To date, none have been held primarily due to COVID-19 restrictions.
As of this update, no community workshops have been scheduled and/or requested by the Board of Trustees with the exception of annual budget workshops. As the new Board is seated, it will be important to discuss workshops on projects such as the Effluent Pipeline Project as well as Board Priority Projects.
- B. Provide informative and timely releases of information to our parcel owners and customers.
Public Works Newsletter with pertinent information is prepared and sent with the utility bills each month and posted on the website. Emails are sent to Online Account Access customers who have a potential leak showing on their meter and accounts with past due balances being posted for shut-off. Emergency notifications are posted at properties with door hangers and/or as a banner on the top of the District website. E-mail blasts, social media posts and participation at community meetings have been ongoing.

We implemented the sending of post Board meeting updates on the agenda items to the members of the public. It has been well received and Staff is working on improving the timeliness and deliver methodology of this new process each time we send them out. Additionally in lieu of what was learned from the recent boil order notice to a small number of parcels, Staff is working on an improved communication plan to notify and educate our parcel owners. Staff is also working on increasing the frequency of venue eflyers.

C. Ensure that the District is well represented in external agency discussions and collaborative opportunities where there may be an impact to the District.

PW Staff lead and participate in the efforts of TWSA. A weekly meeting with the Washoe County Assistant Manager is held with our District General Manager. Attendance at the local Friday forum meeting is also done by our Communication Coordinator and occasionally by our District General Manager. These meetings include interaction with a multitude of agencies such as TRPA, Washoe County Commissioners, local library, etc. The District also has legislative advocacy resources to draw from for a longer reach into State and Federal matters. The General Manager and members of the senior management team continue to work with Washoe County Staff as well as monitoring issues that may affect the district including TRPA (safety pier, ADU's, Transportation), Tahoe Transportation District as well as our new collaboration with the water purveyors in the Tahoe Basin. The collaboration has recently procured grant funding for the agencies including IVGID related to water/fire suppression projects.

- Attends the Recreation Managers Bi-Weekly Call for the following: Tahoe-Truckee Sustainable Rec & Tourism
- Tahoe Destination Stewardship Public Information Coordination Bi-Weekly Calls Communications coordination group for Tahoe-Truckee-Reno PIOs, non-profits, and destination management and marketing representatives.

Goals:

- Ensure public information and messages are consistent, coordinated, and shared.
- Identify and communicate about outdoor recreation and tourism issues affecting the environment and communities of the greater Tahoe region.

What to expect in 2023:

- Each representative will be invited to share updates on communications and initiatives related to destination stewardship in the Lake Tahoe Region.
- We focus as much as possible on items of regional scale and that tie directly to outdoor recreation and tourism.
- We challenge one another to apply a collaborative approach and regional scope to our work.

What's in it for you:

- Your organization's messages can be amplified to increase reach and impact, and you can amplify others.
- You'll discover and strengthen connections.
- You'll be supported by ready-made tools available through [TakeCareTahoe.org](https://www.TakeCareTahoe.org).
- You'll learn along with us how to influence behavior to improve outdoor recreation and tourism for all.

D. Update and enhance the District's public facing websites to bring in line with current industry best practices for data security, responsive design, and user experience.

At the May 11, 2022 Board of Trustees meeting, a contract was approved for a Capital Improvement project to begin this effort with the Diamond Peak website. This venue is the starting point as it is off-season at present therefore it will allow for significant testing and debugging prior to other websites undergoing updating/enhancement.

The website redesign project continues. Additionally, communication staff is working with the venues on an standard operating procedure to ensure that the website is purged and updated where needed so that the information is current and we can identify content on the website that is no longer relevant and/or repetitive.

The standard operating procedure has been approved and distributed. The Senior Team has a calendar reminder to check content every two weeks to ensure that the websites are updated.

E. Continue to administer venue and parcel owner and customer surveys related to key matters and initiatives.

Will be discussing with the new Board utilizing the District's existing survey software to target survey the community on specific current issues and topics. This will occur in the near future as a component of the General Manager's committee on a community dog park.

LONG RANGE PRINCIPLE #7 - GOVERNANCE

The District is a local agency that delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability through collaboration, civic participation, and transparency to the greatest extent possible.

Strategies defined as how we envision accomplishing this objective(s)

- Continue Legislative Advocacy efforts at the Federal, State, and Local levels to support appropriations for water and wastewater infrastructure improvements that support Principle #2 and Principle #5.
- Maintain and ensure adherence District Policies, Practices, Resolutions, and Ordinances in order to achieve maximum efficiency, transparency, and clear direction to District employees.
- Continue the refinement of appropriate performance measurement to demonstrate quality as well as quantity.
- Partner with employees to assess training and educational needs for existing employees; coordinate trainings with both in-house employees and outside resources to ensure essential educational needs are evaluated and addressed. Improve and enhance civic engagement and transparency using improved web-based tools for agenda management, financial reporting and project tracking.

Long-term Initiatives *defined as what we see as needing to be done in the future*

1. Work with Board of Trustees to identify and prioritize Board Policies, Practices, and Resolutions related to the Finances of the District that need updating, elimination, or creation. Consider updating Board Policies and Practices relating to Budget and Fiscal Management.
2. Identify and prioritize Board Policies and Practices related to District Asset Management and present to the Board those that need updating, elimination, or creation.
3. Continue to create inter-agency partnerships and foster strong collaborative relationships with Local, Regional, County and State agencies.

Budgeted Initiatives for 2021 - 2023 *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

1. Continue to utilize outside resources to assist the District in policy review and potential updates and revisions.
Management's review and update of District policies and practices are being supported by outside consultants - specifically, Moss Adams (capitalization, capital project planning and budgeting), and Management Partners (purchasing policy).
2. Continue to work with the General Manager's Ordinance 7 Committee and the Board of Trustees to make formal revisions.

The District General Manger on behalf of the Ordinance 7 Committee presented recommendations for revisions at the 4/13/22 board of trustees meeting. The board took action to set a public hearing for approval of revisions for 5/26/22. The board had continuing discussion and direction at the 4/27/22 meeting and will have additional discussion and potential direction at the 5/11/22 meeting.

The GM's Ordinance 7 Committee has completed its work and been disbanded. Ordinance 7 was adopted at the May 25, 2022 Board of Trustees meeting and a report and review of how the Ordinance 7 revisions was presented to the Board of Trustees at the November 9th, 2022 meeting. Next step will be to set a public hearing and work on additional revisions to Ordinance 7 based on what has been learned and identified over the past beach season.

3. Update process to administer requests for public records while ensuring compliance with the Nevada Public Records Act.

This is an ongoing project that Staff is working on with BB&K. Currently, BB&K is working on a comprehensive proposal to transition frontline administration of Public Records to BB&K. This will include an update of existing policy, as well as a cost estimate, and the overall process including but not limited to an online portal.

BB&K is working on rewriting the District's policy on public records and Staff is working on recommendations for changes to how we administer public records to improve upon the efficiency of the process. An agenda item is planned to bring to the Board of Trustees for discussion and possible action in February, 2023.

The District has established a Public Records Request page and added an online submittal form (in PDF and Word). District Counsel is working on the policy and once that is formally presented and adopted, by the Board of Trustees, it will be posted on the website.

4. Implement Civic Plus online agenda management and archive system.

The District General Manager has set an implementation date of late summer to begin using this system. Staff is currently working with the vendor on training and implementation timelines.

The implementation of this system has been delayed to ensure our new District Clerk is able to learn the software and then potentially guide Staff through the formal implementation process. The District Clerk has been tasked with this implementation and Staff continues to be trained on the software. Currently, the goal is to transition to utilizing the software for Board meeting production by February 2023.

CivicClerk is in production and being used. The District Clerk is working through a couple of issues with the software provider and Staff is getting more and more

comfortable with the new software. Overall, this part of the implementation went well.

5. Continue to work with the District's Federal Lobbyist, Nevada League of Cities, and Local Government Agencies to procure potential federal infrastructure money including the United States Army Corps of Engineers.

Efforts continue by staff to work with federal and state lobbyists to obtain funding for District projects. This includes the request for ARPA funding via Washoe County to support the effluent pipeline project. Mr. Marcus Faust and Ms. Olivia Sanford presented a verbal update on Federal funding efforts to the Board of Trustees at the April 13, 2022 meeting. Additionally, the Board of Trustees unanimously voted to extend the contract with Marcus Faust for an additional 3 years at the April 27, 2022 meeting.

This effort is ongoing. Through the work of Staff and Tri Strategies, the District has recently been awarded a non-competitive grant (ARPA) from Washoe County for \$250,000 to be used for a qualifying project which Staff has identified the Skateboard Park project as the ideal candidate. Additionally, working with our federal lobbyist and the regional Tahoe Basin water purveyors, IVGID has been awarded grant funding for approximately \$204,000 for the Crystal Peak Waterline Improvement Project.