

FY2021/22 Budget Workshop

**Board of Trustees
March 24, 2021**

Budget Workshop Outline

1) CAPITAL IMPROVEMENT PLAN (CIP) UPDATE

- a. Board Policies and Practices
 - i. Policy 12.1. – Multi-Year Capital Planning
 - ii. Policy 13.1.0 – Capital Project Budgeting
 - iii. Practice 13.2.0 – Capital Expenditures
 - iv. Practice 2.9.0 – Capitalization of Fixed Assets
- b. Strategic Plan / Master Plans / Needs Assessments
 - i. Community Services Master Plan (2019)
 - ii. Golf Facility Assessment / Future Needs (2012)
 - iii. Diamond Peak Master Plan (2015)
 - iv. Tennis Center Facility Assessment / Master Plan
 - v. Beach Facility Assessment / Master Plan
- c. Review / Update of Board Priority Capital Projects
- d. Preliminary Update of FY2021/2022 Capital Budget and Five-Year Capital Improvement Plan
 - i. Start: Existing Approved Five-Year Capital Plan (+1)
 - ii. Update of Project Cost Estimates and Timing
 - iii. Consideration of New Projects
- e. Elements of the Multi-Year Capital Plan – Alternative Presentation
 - i. Capital Projects
 - ii. Capital Programs
 - iii. Capital Maintenance ←-→ Operating Expense
 - iv. Fleet – Vehicle Replacement Plan

Budget Workshop Outline

1) CAPITAL IMPROVEMENT PLAN (CIP) UPDATE

- f. Funding Capacity Analysis
- g. Debt Financing Impact on Capital Planning
 - i. Policy Considerations
 - ii. Potential Financing Opportunities
 - iii. Impact on Funding Capacity and Costs

2) FACILITY FEES –

- i. Board Direction from FY2021/22 Budget Process
- ii. Preliminary FY2021/22 Facility Fee Analysis
- iii. Consideration of Alternative Scenarios
 - 1. Funding Needs - Additional Priority Projects
 - 2. Financing Options and Facility Fee Requirements

Goals for FY2021-22 Budget Process

- Develop Robust Baseline Budgets for all District Operations
- Review and Incorporate Updates to District Budgeting and Fiscal Management Policies and Practices
 - Pricing Policy / Structure
 - Appropriate Level of Fund Balance
 - Capital Budgeting and Capitalization Thresholds
 - Central Services Overhead Allocation
 - Fund Structure / Chart of Accounts
- Consider modifications to Baseline Budgets
 - Personnel Budget (Adds/Deletes, Re-classifications, Fund Splits)
 - Non-Personnel (Supplies, Materials, Professional Services)
- Update Capital Improvement Plan Budget – 5-Year CIP
- Continued consideration of Alternative Budget Scenarios (COVID-19 Impacts)
- Conduct series of Board Budget Workshops to inform and guide budget process

BOARD POLICIES & PRACTICES

Policy 12.1.0 – Multi-Year Capital Planning

Policy 13.1.0 - Capital Project Budgeting

Practice 13.2.0 –Capital Expenditures

Practice 2.9.0 – Capitalization of Fixed Assets

Board Policies & Practices

Policy 12.1- Multi-Year Capital Planning

- **1.0 Identify Needs** - *The District has a commitment to the maintenance of its existing infrastructure. The District's Multi-Year Capital Plan will use information including development projections, strategic plans, comprehensive plans, facility master plans, regional plans, and citizen input processes to identify present and future service needs that require capital infrastructure or equipment.*
- **2.0 Determine Costs** - *The full extent of project costs should be determined when developing the multi-year capital plan*

Board Policies & Practices

Policy 12.1- Multi-Year Capital Planning

- **3.0 Prioritize capital requests** – *The district faces extensive capital needs and limited financial resources. Therefore, prioritizing capital project requests is a critical step in the capital plan preparation process.*
 - **3.1.1 Major Projects:** > \$1M & 25+ year useful life
 - **3.1.2 Capital Improvements:** Non-recurring project < \$1M
 - **3.1.3 Capital Maintenance:** Recurring project at existing facility < \$1M
 - **3.1.4 Rolling Stock:** Replacement of vehicles, tractors, mowers, etc.
 - **3.1.5 Equipment & Software:** Ongoing replacement of non-building system equipment, information technology hardware and software

Board Policies & Practices

Policy 12.1- Multi-Year Capital Planning

- **3.0 Prioritize capital requests –**
 - **3.2.1 Priority 1** – Projects addressing existing facilities or replace existing Assets via Capital Maintenance, Rolling Stock or Equipment and Software
 - **3.2.2 Priority 2** – New Initiative projects, existing facilities, expand existing programming, operations or capacities
 - **3.2.3 Priority 3** – New Initiatives that create new amenities funded by new sources
 - **3.2.4 Priority 4** - New Initiatives that create new amenities funded by existing sources

Board Policies & Practices

Policy 12.1- Multi-Year Capital Planning

- **4.0 Develop financing strategies –**
 - *The District recognizes the importance of establishing a viable financing approach for supporting the multi-year capital plan.*
 - *Financing strategies should align with expected project requirements while sustaining the financial health of the District.*

Board Policies & Practices

Policy 13.1.0 – Capital Project Budgeting

Policy Statement: The District will prepare and adopt a formal capital budget as part of their annual budget process.

- 1.0 Preparing and Adopting the Capital Budget
 - 1.1 – A definition of capital expenditure for the District
 - 1.2 – Summary information of capital projects by fund, function, venue/service or activity.
 - 1.3 – A schedule for completion of the project
 - 1.4 – Descriptions of the general scope of the project
 - 1.6 – Estimated costs
 - 1.7 – Funding sources
 - 1.8 – Funding authority – Estimated project cost or project cost by FY

- 2.0 Reporting on the Capital Budget – The District recognized the importance of timely and accurate reporting on projects adopted in the capital budget. Periodic reports will be issued routinely on all on going capital projects.

Board Practice 13.2.0

Capital Planning / Capital Expenditures

- 1.0 – Authority
- 2.0 Capital Project Financing
- 3.0 Project Life-Cycle
 - Definition
 - Planning
 - Feasibility
 - Scheduling
 - Funding
 - Design/Specification
 - Construction / Acquisition

All projects may not be subject to all phases or be phased in the same order. However, all projects shall be defined, scheduled and have funding identified prior to design/specification.

All construction projects should be planned

All construction projects shall be justified prior to design/specification.

Board Practice 2.9.0

Capitalization of Fixed Assets

1.0 – Accounting Control

The capitalization threshold for all asset classes shall be identified during the budget process each fiscal year by the Finance and Accounting staff and approved by the Board of Trustees as part of the adoption of the annual Debt Management Policy, including the Five-Year Capital Improvement Plan...

1.1 Capitalization Threshold per item shall be:

<u>Asset Class</u>	<u>Minimum Cost</u>
Equipment	\$ 5,000
Structures and Land Improvements	\$ 10,000

1.2 In addition to cost, the following criteria shall also be used:

1.2.1 The normal useful life is three or more years

1.2.2 The item will not be substantially reduced in cost by use

1.2.3 In case of repair or refurbishment that will be capitalized, the outlay will substantially prolong the useful life of an existing asset or increase productivity

STRATEGIC PLAN MASTER PLANS NEEDS ASSESSMENTS

Community Services Master Plan

Golf Facility Assessment / Future Needs

Diamond Peak Master Plan

Tennis Center Facility Assessment/Master Plan

Beach Facility Assessment / Master Plan

Community Services Master Plan – Top Tier Recommendations



- **Enhance and maintain IVGID's Current facilities**
 - *upgrade equipment on a regular schedule.*
- **Develop a *dedicated dog park.***
- **Connect facilities to create a connected trail system and provide walking loops.**
- **Develop dedicated rectangle fields at the high school.**
- **Expand the recreation center**
- **Continue partnerships to provide cross-country ski trails.**
- **Move forward top priorities from the beaches recreation enhancement opportunities plan, the tennis center facilities assessment and master plan, and the Diamond Peak master plan.**
- **Develop Bocce courts.**



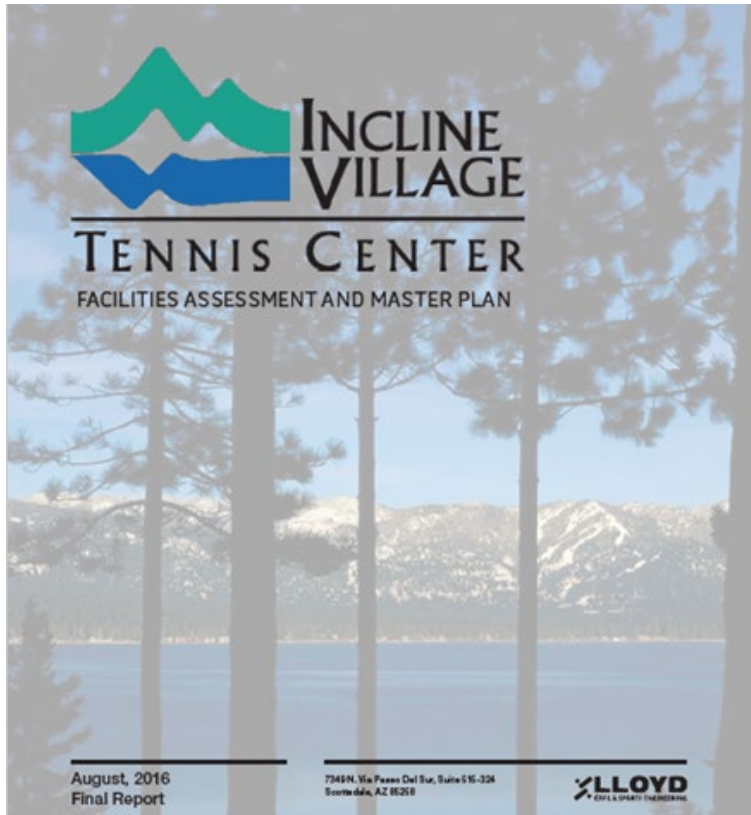
MASTER PLAN



August 2015

New Amenities	
Category	Total Project Cost
Activities	
Challenge Course	\$300,000
Canopy Tour - Crystal to Base	\$924,000
MTB Trails - below the Incline Flume	\$234,000
MTB Trails - above the Incline Flume	\$28,000
Family/Kids Base Area Bike Loop	\$28,000
Kids Pump Track	\$24,000
Bike Skills Park	\$16,000
Hiking Trails - Snowflake to Base (east side)	\$12,000
Hiking Trails - Snowflake to Base (west side)	\$12,000
Interpretive Signage	\$10,000
Alpine Coaster	\$1,787,774
Climbing Wall	\$88,326
Play Area	\$33,122
Rental Equipment	\$18,000
Entertainment and Permitting	\$632,866
Activities Total	\$4,118,029
Snowflake Lodge	
FFE	\$3,187,500
Design Fees	\$159,375
Kitchen Equipment	\$371,000
Snowflake Outdoor Deck	\$1,000,000
Removal of existing Snowflake Building	\$450,000
Removal of existing Snowflake Deck	\$24,000
Project Contingency	\$21,000
Per Year Cost Escalation	\$188,144
Total	\$745,840
Total	\$6,146,859
On-mountain Trail Improvements	
Snowmaking on Diamondback	\$806,687
Snowmaking on Freeway	\$178,500
Ridge trail grading	\$19,500
Beginner route grading	\$83,850
FIS Traverse Extension	\$120,900
On-mountain Trail Improvements Total	\$1,209,437
On-mountain Lift Improvements	
Lakeview Improve lift download capacity	\$350,000
Spillway lift replacement	\$1,792,639
Backside Lift	\$2,608,648
Backside Trail Work/Construction	\$182,849
Lift Improvements Total	\$4,934,136
Total Improvements	\$16,408,462

Tennis Center Facility Assessment / Master Plan



- *Restructure Pro-shop retail operations*
 - *Construct or re-purpose courts for dedicated Pickle ball use*
 - *Develop and implement capital renewal program*
-
- ***Tennis Center Renovation Project***

Strategic Plans / Master Plans / Needs Assessments

IVGID BEACHES
RECREATION ENHANCEMENT
OPPORTUNITIES PLAN

PREPARED FOR INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
FEBRUARY 2016



bull stockwell allen
ARCHITECTURE

PREPARED BY
DESIGNWORKSHOP
LANDSCAPE ARCHITECTURE
120 MARKET STREET, SUITE 3E
STATELINE, NV 89449

CHUCK NOZICKA CONSULTING
TOURISM AND RECREATION PLANNING

- *Improve beach entries and pedestrian access*
 - *Replace restroom/concession buildings (enhancing food and beverage services)*
 - *Enhance group areas*
 - *Enhance beach access and pedestrian connectivity*
 - *Develop a consistent design aesthetic*
-
- *Burnt Cedar Pool Renovation*



BOARD PRIORITY PROJECTS

Board Priority Projects (2019-2020)

Budget Workshop #3

Update on existing Board Priority Capital Improvement Projects

BOARD PRIORITY PROJECTS	Status	Five-Year CIP
Community Services Master Plan Projects		
Incline Village Dog Park	Pending	No
Incline Beach House Improvement Project	Planning	FY2020/21 - Planning ONLY
		Likely Rollover funds to FY2021-22
Tennis Center Renovation Project	Construction	FY2020/21
Burnt Cedar Pool Renovation Project	Design Phase	FY2020/21 \$0.49 million FY2021-22 \$4.35 million
Bocce Court Construction Project	Completed	FY2019/20
Other Significant Projects (9/25/19)		
Ski Way and Diamond Peak Parking Lot	Planning	<i>\$3.6 million placeholder est. incl. in FY2021/22 Rollover Design Funds. Construction Funds moved to FY2022-23</i>
Championship Golf Maintenance Bldg.	Construction	FY2020/21
Utility Infrastructure Projects		
Effluent Pipeline Project	Design Review	\$11.6 million "reserved" \$2.0 million/year in CIP

Incline Village Community Dog Park

- Current Status – Discussions with United States Forest Service to discuss requirements of special use permit.
- Next Steps – Determine appropriate means to obtain rights to United States Forest Service parcel across from Incline High School
- Next Board Action – To be determined.
- Schedule – Schedule is dependent on Special Use Permit and/or State Legislation
- Project Cost Estimate: TBD
- Funding Status: Unfunded
- Funding Source: TBD

Incline Beach House Improvement Project

- Current Status – Multiple alternatives of Incline Beach House Project were discussed at January 22, 2020 Board of Trustees Meeting.
- Next Steps – Assemble Community Group to determine scope of project.
- Next Board Action – TBD
- Schedule – Target Assembling Community Group in Spring/Summer 2021.
- Project Cost Estimate: TBD
- Funding Status: \$100,000 planning funds in FY2020/21 CIP Rollover funds to FY 2021-22
- Funding Source: Identified for Potential Debt Financing - (Beach Fund)

Burnt Cedar Pool Renovation

- Current Status – In design
- Next Steps – Complete final design and permitting.
- Next Board Action – Authorize Guaranteed Maximum Price at April 28, 2021 Board Meeting Schedule – Design/Permitting Fall/Winter 2020/2021. Construction to commence Spring 2021
- Current Project Cost Estimate: \$4,833,289
- Funding Status: Five-year CIP includes \$4.35 million to fund construction
- Funding Source: Beach Capital Fund

Effluent Pipeline Project

- Current Status –Hired a Construction Manager-At-Risk
- Next Steps – Construction-Manager-At-Risk is reviewing background material and working to prepare a Findings Memorandum.
- Next Board Action – Authorize design contract.
- Schedule – Begin design in FY2020/21, target Construction as early as FY2021/22. Multi-year project.
- Project Cost Estimate: TBD
- Funding Status: \$11.6 million fund balance reserved
\$2.0 million per year through Five-Year CIP (2024/25)
- Funding Source: Identified for Potential (partial) Debt Financing - (Utility Fund)

Completed / Nearly-Completed Projects

■ Bocce Court Construction Project

- Current Status – Completed 7/27/2020
- Total Project Cost: \$103,077
- Funding Source: Community Services Special Revenue Fund

■ Incline Tennis Center Renovations

- Current Status – Board of Trustees awarded construction contract to Daniel Fraiman Construction at the June 10, 2020 meeting. Construction is On schedule to be complete in time for 2021 Tennis season
- Schedule – Substantial completion schedule for April 1, 2021
- Project Cost Estimate: \$1,088,200
- Funding Status: FY2019/20 CIP (carry-over to FY2020/21)
- Funding Source: Community Services Capital Fund

Ski Way and Diamond Peak Parking Lot Reconstruction

- Current Status – Planning
- Next Steps – Staff to contact Tyrolian Village, Washoe County, and Diamond Peak Ski Education Foundation. Research alternative construction methods.
- Next Board Action – Receive update and provide direction at future Board meeting.
- Schedule – Design FY2020/21 and FY2021/22, Construction FY2022/23
- Project Cost Estimate: \$900K - \$4.6M
- Funding Status: Unfunded – (\$3.9 million placeholder FY2020-23)
- Funding Source: Identified for Potential Debt Financing
(Community Services Fund)

Other Projects of Importance

■ Mountain Golf Cart Path Replacement

- Current Status – Final Design (Contract awarded 3/10/2021)
- Schedule – Design FY2020/21, Construction over multiple seasons beginning in FY 2021/22.
- Project Cost Estimate: \$1,816,395
- Funding Status: FY2020/21 – FY2023/24 CIP

■ Rec Center Locker Room Improvements

- Current Status – Design (Contract awarded 8/27/2020)
- Schedule – Design FY2020/21, Construction FY2021/22
- Project Cost Estimate: \$780,000
- Funding Status: FY2020/21 and FY2021/22 CIP

■ Championship Golf Maintenance Building Improvements

- Current Status – Construction (Notice to Proceed 7/8/2020)
- Schedule – Construction FY2021/22
- Project Cost Estimate: \$578,433
- Funding Status: FY2020/21 CIP



PRELIMINARY UPDATE:

**FY2021/22 CAPITAL BUDGET
FIVE-YEAR CAPITAL PLAN**

Updating Five-Year Capital Improvement Plan

- Board approved current Five-Year Capital Improvement Plan concurrent with adoption of FY2020/21 budget on 5/27/20
 - Amended by Board action(s) since beginning of fiscal year

- Steps for updating existing multi-year Capital Improvement Plan
 - 1) New five-year plan FY2021/22 through FY2025/26 starts with Year 2 through Year 5 of CURRENT PLAN, plus addition of FY2025/26

 - 2) Review of projects to update
 - Cost Estimates
 - Schedule

 - 3) Consideration of New Projects (for addition to the CIP)



DRAFT FiveYear Capital Improvement Plan Update Summary

As of 3/15/21

Fund	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
General Fund	\$ 481,538	\$ 472,438	\$ 288,950	\$ 584,000	\$ 3,310,900	\$ 3,515,000	\$ 334,950	\$ 530,000	\$ 358,500	\$ 212,000	\$ 4,774,838	\$ 5,313,438
Utilities	4,940,700	4,641,500	4,709,000	4,557,000	3,954,500	4,015,500	4,618,320	5,062,320	4,701,700	7,206,700	\$ 22,924,220	\$ 25,483,020
Internal Services	64,800	-	30,000	30,000	12,000	12,000	28,000	49,200	-	45,000	\$ 134,800	\$ 136,200
Community Services	7,733,080	3,749,630	3,042,900	6,590,200	3,314,020	3,796,020	3,492,820	3,553,820	3,030,155	7,481,149	\$ 20,612,975	\$ 25,170,819
Beaches	2,825,060	4,520,060	349,000	349,000	449,500	449,500	208,100	283,100	1,042,700	1,757,700	\$ 4,874,380	\$ 7,359,360
TOTAL	\$ 16,045,178	\$ 13,383,628	\$ 8,419,850	\$ 12,110,200	\$ 11,040,920	\$ 11,788,020	\$ 8,682,190	\$ 9,478,440	\$ 9,133,055	\$ 16,702,549	\$ 53,321,193	\$ 63,462,837

Fund / Department	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
General Fund												
Accounting / Information	369,038	434,938	133,950	354,000	105,900	310,000	329,950	525,000	353,500	207,000	\$ 1,292,338	\$ 1,830,938
General	112,500	37,500	155,000	230,000	3,205,000	3,205,000	5,000	5,000	5,000	5,000	\$ 3,482,500	\$ 3,482,500
Sub-Total	\$ 481,538	\$ 472,438	\$ 288,950	\$ 584,000	\$ 3,310,900	\$ 3,515,000	\$ 334,950	\$ 530,000	\$ 358,500	\$ 212,000	\$ 4,774,838	\$ 5,313,438
Utilities												
Public Works Shared	1,576,500	1,350,500	883,000	691,000	349,500	399,500	573,320	877,320	896,700	928,700	\$ 4,279,020	\$ 4,247,020
Water	706,000	705,000	1,511,000	1,531,000	930,000	941,000	1,105,000	1,195,000	2,350,000	2,505,000	\$ 6,602,000	\$ 6,877,000
Sewer	2,658,200	2,586,000	2,315,000	2,335,000	2,675,000	2,675,000	2,940,000	2,990,000	1,455,000	3,773,000	\$ 12,043,200	\$ 14,359,000
Sub-Total	\$ 4,940,700	\$ 4,641,500	\$ 4,709,000	\$ 4,557,000	\$ 3,954,500	\$ 4,015,500	\$ 4,618,320	\$ 5,062,320	\$ 4,701,700	\$ 7,206,700	\$ 22,924,220	\$ 25,483,020
Internal Services												
Fleet	-	-	30,000	30,000	12,000	12,000	28,000	28,000	-	-	\$ 70,000	\$ 70,000
Buildings	64,800	-	-	-	-	-	-	21,200	-	45,000	\$ 64,800	\$ 66,200
Sub-Total	\$ 64,800	\$ -	\$ 30,000	\$ 30,000	\$ 12,000	\$ 12,000	\$ 28,000	\$ 49,200	\$ -	\$ 45,000	\$ 134,800	\$ 136,200
Community Services												
Championship Golf	522,980	476,880	267,000	286,700	1,064,900	1,202,900	586,300	915,300	1,134,580	1,149,880	\$ 3,575,760	\$ 4,031,660
Mountain Golf	694,500	688,900	1,042,500	995,500	604,500	689,500	900,200	890,200	45,000	35,000	\$ 3,286,700	\$ 3,299,100
Facilities	174,400	167,400	138,500	138,500	104,000	104,000	91,620	91,620	27,175	27,175	\$ 535,695	\$ 528,695
Ski	5,098,950	1,329,250	528,400	4,425,000	601,900	656,900	1,320,500	672,500	1,800,500	5,049,094	\$ 9,150,250	\$ 13,032,744
Parks	267,200	254,200	655,000	311,000	295,000	435,000	197,000	587,000	121,900	121,900	\$ 1,536,100	\$ 1,709,100
Tennis	5,000	5,000	5,000	5,000	33,000	33,000	32,500	32,500	35,000	35,000	\$ 110,500	\$ 110,500
Recreation Center	917,050	828,000	406,500	428,500	610,720	610,720	364,700	364,700	68,000	163,100	\$ 2,364,970	\$ 2,395,020
Community Services Shared	53,000	-	-	-	-	64,000	-	-	-	-	\$ 53,000	\$ 64,000
Sub-Total	\$ 7,733,080	\$ 3,749,630	\$ 3,042,900	\$ 6,590,200	\$ 3,314,020	\$ 3,796,020	\$ 3,492,820	\$ 3,553,820	\$ 3,030,155	\$ 7,481,149	\$ 20,612,975	\$ 25,170,819
Beaches	\$ 2,825,060	\$ 4,520,060	\$ 349,000	\$ 349,000	\$ 449,500	\$ 449,500	\$ 208,100	\$ 283,100	\$ 1,042,700	\$ 1,757,700	\$ 4,874,380	\$ 7,359,360
TOTAL	\$ 16,045,178	\$ 13,383,628	\$ 8,419,850	\$ 12,110,200	\$ 11,040,920	\$ 11,788,020	\$ 8,682,190	\$ 9,478,440	\$ 9,133,055	\$ 16,702,549	\$ 53,321,193	\$ 63,462,837

General Fund CIP Update – Highlights

(Packet page 122)

- Significant Update of Information Technology infrastructure and capital equipment plan
 - Network upgrades
 - Power system upgrades (uninterruptable power supply)
 - Update to replacement schedules and cost estimates

- Tyler HRMS/Payroll & Financial System Project
 - Reflects addition of \$91,438 per prior Board action @ contract award

- Administration Bldg.
 - Deferral of Bathroom upgrades to 2023
 - Placeholder for new Administration Bldg - \$3.35 million (FY24 – FY25)

- Preliminary FY2021/22 Capital Budget slightly reduced (- \$9,200)

Utility Fund CIP Update – Highlights

(Packet pages 123 & 124)

- Effluent Pipeline
 - Five-Year CIP continues to reflect \$2.0 Million / yr.
 - Project identified as candidate for bond financing (50% / 50%) (?)
 - Replace out-year pay-as-you-go with debt service requirements (?)

- New project for SCADA hardware replacement
 - \$70,000 – Water (2025)
 - \$70,000 – Sewer (2026)

- Minor adjustments to cost estimates and schedules

- Preliminary FY2021/22 Capital Budget unchanged (+ \$800)

Golf Courses CIP Update – Highlights

(Packet pages 126-127)

- Championship Golf Course
 - Minor adjustments to project schedule and cost estimates
 - New Project – Cart Barn Siding Replacement \$162,000 (FY2025-2026)
 - Preliminary FY2021/22 Capital Budget reduced (- \$46,000)

- Mountain Golf Course
 - Minor adjustments to project schedule and cost estimates
 - Cart Path Replacement Project included at \$1,650,000 (unchanged)
 - Preliminary FY2021/22 Capital Budget reduced (- \$5,600)

- Facilities Fund (page 128)
 - Preliminary FY2021/22 Capital Budget reduced (- \$7,000)
 - Otherwise – no changes through five-year plan

Diamond Peak CIP Update – Highlights

(Packet pages 128-129)

- Ski Way and Diamond Peak Parking Lot Reconstruction
 - \$3.6 million deferred from FY2022 to FY2023
 - Replace pay-as-you-go with debt service requirements (?)

- Shuttle Bus Replacement
 - Included in CURRENT Year (FY2021) CIP \$280,000
 - Deferral of replacement to FY2026 (\$320,000) – under review

- New Projects
 - Snowflake Lodge
 - Mountain Lift Improvements
 - Replace Lodgepole Facility Equipment

- Preliminary FY2021/22 Capital Budget reduced (- \$3.8 million)

Parks / Tennis / Recreation

CIP Update – Highlights (Packet page 130)

■ Parks

- Minor updates
- Project for Incline Park Pathway Lighting (transferred from Recreation)
- Preston Field Retaining Wall Replacement – deferred to 2025 (\$390,000)
- Village Green – Park Improvements (New Project ?)
 - Drainage / BMP's
 - Access Improvements
 - Community Amenities
- Preliminary FY2021/22 Capital Budget reduced (- \$7,000)

■ Tennis

- Largely unchanged Carryover current year funding for Painting Court Fences and Light Poles

■ Recreation Center

- Minor Updates – Replacement costs for Fitness Equipment

Beaches CIP Update – Highlights

(Packet page 131)

- Burnt Cedar Pool Renovation Project
 - FY2022 Construction cost estimate updated - \$4.35 million
 - Includes pathway / connection

- Incline Beach House Project
 - Planning funds in current year proposed for carry-over to FY2022
 - Additional funding may be needed to develop scope and cost estimate
 - Project identified as potential debt financing opportunity

- New Projects
 - Ski Beach Boat Ramp Improvement - \$785,000 (FY2026)
 - Beaches Access Improvements - \$45,000 planning (FY2023)

Fleet Replacement Projects – District Wide

Packet Page 132-133

- Fleet / Rolling Stock Replacement Plan
 - Totals \$7.27 million over five-years (FY2022 – FY2026)
 - FY2021/22 Fleet Replacement requirement = \$1,815,000 (All Funds)
 - Reduced by \$528,000

- Fleet Replacement Plan is informed by Useful Life of individual vehicles and equipment

- Decision on procurement vs deferral reviewed on a case-by-case basis
 - Not all vehicles are replaced solely on years in service

- Future consideration –
 - Establish CIP project for Vehicle Replacement by Fund/Venue
 - Informed by detailed Fleet/vehicle replacement plan
 - Board authorizes annual appropriations by fund/venue rather than vehicle.

Capital Maintenance Projects

Packet page 134



2022 Capital Improvement Project Summary Report - As of 03.15.21

DRAFT

Legend:

	Capital Programs
	Maintenance
	Fleet Vehicles
	Priority Projects / Master Plans
	Security Cameras
	\$\$\$ New Projects / Updates

Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
General Fund	1213001703	Email - Microsoft Office 365 (hosted)	Director of IT												
		District Wide PC, Laptops, Peripheral Equipment and Desk Top Printers	IT Technician	100,000	75,000	102,950	75,000	105,900	75,000	109,950	75,000	111,800	75,000	530,600	375,000
	1099LH1705	Pavement Maintenance - Administration Building	Senior Engineer	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	25,000
Utilities	2097BD1202	Paint Interior Building #A	Buildings Superintendent	49,000			49,000							49,000	49,000
	2097BD1204	New Carpet Building #A	Buildings Superintendent	47,000			47,000							47,000	47,000
	2097LH1401	Pavement Maintenance, Utility Facilities	Senior Engineer	247,500	247,500	90,000	90,000	12,500	12,500	260,000	260,000	260,000	260,000	870,000	870,000
	2097LH1701	Pavement Maintenance, Reservoir 3-1 WPG 4-2/5-1	Senior Engineer	220,000	220,000									220,000	220,000
Golf	3141LH1201	Pavement Maintenance of Parking Lots - Champ Course & Chateau	Senior Engineer	17,500	17,500	65,000	65,000	615,000	615,000	5,000	5,000	5,000	5,000	707,500	707,500
	3242LH1204	Pavement Maintenance of Parking Lot - Mountain Golf Course	Senior Engineer	12,500	12,500	12,500	12,500	22,500	22,500	27,500	27,500	5,000	5,000	80,000	80,000
	3299BD1705	Paint Exterior of Mountain Golf Clubhouse	Buildings Superintendent							31,000	31,000			31,000	31,000
Facilities	3350BD1505	Paint Interior of Chateau	Buildings Superintendent			40,500	40,500							40,500	40,500
	3350BD1506	Paint Exterior of Chateau	Buildings Superintendent	47,000	47,000									47,000	47,000
Diamond Peak Parks	3469LH1105	Pavement Maintenance, Diamond Peak and Ski Way	Senior Engineer		25,000							10,000	10,000	10,000	35,000
	4378BD0201	Grout Repair Stairs Parks Office & Tile Replacement	Buildings Superintendent	10,000	10,000									10,000	10,000
	4378LH1307	Maintenance, East & West End Parks	Senior Engineer	39,500	39,500	3,000	3,000	41,500	41,500	5,000	5,000	5,000	5,000	94,000	94,000
	4378LH1303	Pavement Maintenance, Village Green Parking	Senior Engineer	5,000	5,000	32,500	32,500	5,000	5,000	5,000	5,000	12,500	12,500	60,000	60,000
	4378LH1403	Pavement Maintenance, Preston Field	Senior Engineer	7,500	7,500	27,500	27,500	6,000	6,000	7,500	7,500	6,000	6,000	54,500	54,500
	4378LH1602	Pavement Maintenance, Overflow Parking Lot	Senior Engineer	5,000	5,000	27,500	27,500	5,000	5,000	10,000	10,000	5,000	5,000	52,500	52,500
Tennis	4378LH1902	Pavement Maintenance - Incline Park	Senior Engineer	7,500	7,500	3,500	3,500	6,000	6,000	6,000	6,000	30,000	30,000	53,000	53,000
	4588BD1602	Paint All Court Fences and Light Poles	Buildings Superintendent		CFWD								30,000	30,000	30,000
	4588LH1201	Pavement Maintenance, Tennis Facility	Senior Engineer	5,000	5,000	5,000	5,000	10,000	10,000	22,500	22,500	5,000	5,000	47,500	47,500
Recreations Ctr	4894LH1102	Pavement Maintenance, Recreation Center Area	Senior Engineer	7,500	7,500	357,500	357,500	307,500	307,500	307,500	307,500	6,000	6,000	986,000	986,000
	4899BD1305	Paint Interior of Recreation Center	Buildings Superintendent	15,500	15,500			15,500	15,500					31,000	31,000
Beaches	3972LH1201	Pavement Maintenance, Incline Beach	Senior Engineer	6,500	6,500	31,500	31,500	6,500	6,500	6,500	6,500	12,500	12,500	63,500	63,500
	3972BD1301	Pavement Maintenance, Ski Beach	Senior Engineer	8,500	8,500	15,000	15,000	256,000	256,000	6,000	6,000	6,000	6,000	291,500	291,500
	3972LH1202	Pavement Maintenance, Burnt Cedar Beach	Senior Engineer	12,500	12,500	67,500	67,500	12,500	12,500	12,500	12,500	835,000	835,000	940,000	940,000
				876,600	778,600	888,460	964,600	1,432,400	1,401,600	828,860	887,000	1,348,800	1,373,000	6,371,100	6,376,600



FACILITY FEES

Board Direction from FY2020/21 Budget Process
Preliminary FY2021/22 Facility Fee Analysis

Sample Cost of Borrowing (Excludes Cost of Issuance)							
Interest Rate Amortization Period	3.0%		4.0%		5.0%		
	20	30	20	30	20	30	
Loan Amount							
\$ 1,000,000	\$ 67,216	\$ 51,019	\$ 73,582	\$ 57,830	\$ 80,243	\$ 65,051	
\$ 5,000,000	\$ 336,080	\$ 255,095	\$ 367,910	\$ 289,150	\$ 401,215	\$ 325,255	
\$ 10,000,000	\$ 672,160	\$ 510,190	\$ 735,820	\$ 578,300	\$ 802,430	\$ 650,510	
\$ 20,000,000	\$ 1,344,320	\$ 1,020,380	\$ 1,471,640	\$ 1,156,600	\$ 1,604,860	\$ 1,301,020	

Estimated Annual Facility Fee Impact		3.0%		4.0%		5.0%	
		20	30	20	30	20	30
Community Services	\$1.0M	8	6	9	7	10	8
Beach		9	7	9	7	10	8
Community Services	\$5.0M	41	31	45	35	49	40
Beach		43	33	47	37	52	42
Community Services	\$10M	82	62	90	70	98	79
Beach		87	66	95	75	104	84
Community Services	\$20M	164	124	179	141	196	159
Beach		174	132	190	149	207	168

Preliminary Facility Fee Assumptions

Based on Board Direction 5/27/20

	Adopted Budget 2019-20	Actual 2019-20	Adopted Budget 2020-21	Preliminary 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26
Facility Fee - Operations	250	250	215	215	215	215	215	215
Facility Fee - Capital Projects	405	405	65	440	440	440	440	440
Facility Fee - Debt Service	50	50	50	50	50			
Community Services Fund	705	705	330	705	705	655	655	655
Facility Fee - Operations	85	85	85	85	85	85	85	85
Facility Fee - Capital Projects	39	39	414	39	39	40	40	40
Facility Fee - Debt Service	1	1	1	1	1			
Beach Fund	125	125	500	125	125	125	125	125
Total	830	830	830	830	830	780	780	780

Community Services Fund Five-Year Forecast

	Adopted Budget 2019-20	Audited 2019-20	Estimated 2020-21	Preliminary 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26
Community Services Fund								
Beginning Unrestricted Fund Balance	\$ 13,183,167	\$ 12,261,649	\$ 14,636,603	\$ 9,899,318	\$ 9,624,475	\$ 6,447,076	\$ 5,983,301	\$ 5,700,505
Operating Revenue	15,891,865	15,485,428	16,616,228	17,318,500	17,838,055	18,373,197	18,924,393	19,492,124
Facility Fee (8203 Parcels)								
Facility Fee - Operations	2,050,750	2,041,702	1,763,645	1,763,645	1,763,645	1,763,645	1,763,645	1,763,645
Facility Fee - Capital Projects	3,322,215	3,322,215	533,195	3,609,320	3,609,320	3,609,320	3,609,320	3,609,320
Facility Fee - Debt Service	410,150	410,150	410,150	410,150	410,150	-	-	-
Facility Fee Subtotal	5,783,115	5,774,067	2,706,990	5,783,115	5,783,115	5,372,965	5,372,965	5,372,965
Other Sources								
CIP Source - Insurance Proceeds Mtn Clubhouse	300,000	243,548						
CIP Source - Capital Grants	623,800	1,637,399						
One-time transfer from General Fund	561,800	241,875						
Sale of Capital Assets		44,639						
Other Sources			320,279					
Total Sources	23,160,580	23,426,956	19,643,497	23,101,615	23,621,170	23,746,162	24,297,358	24,865,089
Operating Expenditures	(17,926,815)	(16,546,104)	(18,149,869)	(19,242,074)	(19,819,336)	(20,413,916)	(21,026,334)	(21,657,124)
Capital Projects - Baseline 5 Year	(8,886,502)	(5,059,031)	(3,347,040)	(3,749,630)	(6,590,200)	(3,796,020)	(3,553,820)	(7,481,149)
Capital Projects Carryover			(2,500,701)					
<i>Ski Way (exclude Pay-As-You-Go) (replace with Debt Financing)</i>				-	-			
Debt Service on 2012 Bond	(384,354)	(384,354)	(383,172)	(384,754)	(389,033)	-		
Total Uses	(27,197,671)	(21,989,489)	(24,380,782)	(23,376,458)	(26,798,569)	(24,209,936)	(24,580,154)	(29,138,273)
Net Change in Fund Balance	(4,037,091)	1,437,467	(4,737,285)	(274,843)	(3,177,399)	(463,775)	(282,796)	(4,273,183)
Change in Restricted Portion of Fund Balance		798,982						
Prior Year Adjustments		138,505						
Ending Unrestricted Fund Balance	\$ 9,146,076	\$ 14,636,603	\$ 9,899,318	\$ 9,624,475	\$ 6,447,076	\$ 5,983,301	\$ 5,700,505	\$ 1,427,321
Projected Policy Target Fund Balance (25% Operating Exp)	4,481,704	4,136,526	4,537,467	4,810,519	4,954,834	5,103,479	5,256,583	5,414,281
Excess (Deficiency) to Target	4,664,372	10,500,077	5,361,851	4,813,956	1,492,242	879,822	443,922	(3,986,960)

Priority Capital Projects								
Incline Village Dog Park								
Tennis Center Renovation Project		1,098,200						
Bocce Court Construction Project		103,077						
<i>Ski Way and Diamond Peak Parking Lot</i>			300,000		3,600,000			
<i>Championship Golf Maintenance Bldg.</i>			700,000					
<i>Diamond Peak Master Plan</i>			50,000					3,278,194
<i>Other Projects</i>		3,857,754	2,297,040	3,749,630	2,990,200	3,796,020	3,553,820	4,202,955
Total Five-Year CIP Plan		5,059,031	3,347,040	3,749,630	6,590,200	3,796,020	3,553,820	7,481,149

Beach Fund Five-Year Forecast

	Adopted Budget 2019-20	Audited 2019-20	Estimated 2020-21	Preliminary 2021-22	Projected 2022-23	Projected 2023-24	Projected 2024-25	Projected 2025-26
Beach Fund								
Beginning Unrestricted Fund Balance	\$ 1,749,171	\$ 1,774,846	\$ 2,590,632	\$ 4,777,077	\$ 811,090	\$ 992,262	\$ 1,066,340	\$ 1,293,471
Operating Revenues	1,511,300	1,619,582	759,553	1,641,800	1,691,054	1,741,786	1,794,039	1,847,860
Facility Fee (7748 Parcels)								
Facility Fee - Operations	658,580	656,897	658,580	658,580	658,580	658,580	658,580	658,580
Facility Fee - Capital Projects	302,172	302,172	3,207,672	302,172	302,172	309,920	309,920	309,920
Facility Fee - Debt Service	7,748	7,748	7,748	7,748	7,748			
Facility Fee Subtotal	968,500	966,817	3,874,000	968,500	968,500	968,500	968,500	968,500
Other Sources		28,422	5,669	11,250	-	-		
Financing Sources		13,125						
Bonding Sources		-						
Total Sources	2,479,800	2,627,946	4,639,222	2,621,550	2,659,554	2,710,286	2,762,539	2,816,360
Operating Expenditures	(2,109,190)	(1,758,394)	(1,733,718)	(2,061,181)	(2,123,016)	(2,186,707)	(2,252,308)	(2,319,877)
Capital Projects	(990,050)	(82,009)	(712,789)	(4,520,060)	(349,000)	(449,500)	(263,100)	(1,042,700)
Beach Master Plan Projects (TBD)							(20,000)	(715,000)
Scheduled Debt Service on 2012 Bond	(6,289)	(6,289)	(6,270)	(6,296)	(6,366)	-	-	-
Total Uses	(3,105,529)	(1,846,692)	(2,452,777)	(6,587,537)	(2,478,382)	(2,636,207)	(2,535,408)	(4,077,577)
Net Change in Fund Balance	(625,729)	781,254	2,186,445	(3,965,987)	181,172	74,079	227,131	(1,261,217)
Change in Restricted Portion of Fund Balance		34,532						
Ending Unrestricted Fund Balance	\$ 1,123,442	\$ 2,590,632	\$ 4,777,077	\$ 811,090	\$ 992,262	\$ 1,066,340	\$ 1,293,471	\$ 32,254
Projected Policy Target Fund Balance (25% Operating Exp)	527,298	439,599	433,430	515,295	530,754	546,677	563,077	579,969
Excess (Deficiency) to Target	596,144	2,151,033	4,343,647	295,795	461,508	519,663	730,394	(547,715)

Priority Capital Projects

Burnt Cedar Pool	In CIP Plan
Burnt Cedar Pool Addtl. Funding Commitment	
Incline Beach House (not in Proposed CIP 5 Year)	Unfunded
Beach Master Plan - Flatscape and Access Improvements	

Priority Capital Projects	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26
Incline Beach House Improvement Project	100,000					
Burnt Cedar Pool Renovation Project	483,289	4,350,000				
Other Projects	129,500	170,000	349,000	449,500	283,100	1,757,700
Total Five-Year CIP Plan	712,789	4,520,000	349,000	449,500	208,100	1,757,700



Next Steps

Next Steps

- Updating Board Policies and Practices
 - Capitalization Thresholds

- Refinement of Capital Improvement Plan
 - FY2021/22
 - Five-Year Plan

- FY2021/22 CIP to be included with Tentative Budget (April 14th)
 - Elements to be Included as Operating Expense or Capital Expense

- Final Budget Adoption – May 26th

- Filing of Approved Five-Year Capital Plan with Department of Taxation (July / August)