

NOTICE OF MEETING

The regular meeting of the Incline Village General Improvement District will be held starting at **5:00 p.m.** on **September 30, 2021** in the Chateau at 955 Fairway Boulevard, Incline Village, Nevada.

In accordance with the Governor's Emergency Directive, all those in attendance will be required to wear a mask. Thank you, in advance, for your compliance

- A. PLEDGE OF ALLEGIANCE*
- B. ROLL CALL OF TRUSTEES*
- C. INITIAL PUBLIC COMMENTS* - *Unless otherwise determined, the time limit shall be three (3) minutes for each person wishing to make a public comment. Unless otherwise permitted by the Chair, no person shall be allowed to speak more than once on any single agenda item. Not to include comments on General Business items with scheduled public comment. The Board of Trustees may address matters brought up during public comment at the conclusion of the comment period but may not deliberate on any non-agendized item.*
- D. APPROVAL OF AGENDA (for possible action)
- The Board of Trustees may make a motion for a flexible agenda which is defined as taking items on the agenda out of order; combining agenda items with other agenda items; removing items from the agenda; moving agenda items to an agenda of another meeting, or voting on items in a block.*
- OR-**
- The Board of Trustees may make a motion to accept and follow the agenda as submitted/posted.*
- E. DISTRICT GENERAL MANAGER UPDATE (for possible action) – **pages 4 - 14**
- F. REVIEW OF THE LONG RANGE CALENDAR (for possible action) – **page 15**
- G. REPORTS TO THE BOARD* - Reports are intended to inform the Board and/or the public.
1. Treasurers Report (for possible action)
 - A. Payment of Bills (for possible action) (For District payments exceeding \$10,000 or any item of capital expenditure, in the aggregate in any one transaction, a summary of payments made shall be presented to the Board at a public meeting for review. The Board hereby authorizes payment of any and all obligations aggregating less than \$10,000 provided they are budgeted and the expenditure is approved according to District signing authority policy) (Requesting Trustee: Treasurer Michaela Tonking) – **page 16**
 2. Fiscal Year 2020/21 Fourth Quarter Budget Update: Fourth Quarter Financial Report Through June 30, 2021 (Requesting Staff Member: Director of Finance Paul Navazio) – **pages 17 - 46**
 3. Fiscal Year 2020/21 Fourth Quarter Budget Update: Popular CIP Status Report Through June 30, 2021 (Requesting Staff Member: Director of Finance Paul Navazio) – **pages 47 - 50**
- H. CONSENT CALENDAR (for possible action) (In cooperation with the Chair, the General Manager may schedule matters for consideration on a Consent Calendar. The Consent Calendar may not include changes to budget, user rates or taxes, adoption or amendment of ordinances, or any other action which is subject to a public hearing. Each consent item shall be separately listed on the agenda, under the heading of "Consent Calendar". A memorandum containing all relevant information will be included in the packet materials for each Consent Calendar item. The memorandum should include the justification as a consent item in the Background Section. Any member of the Board may request the removal of a particular item from the Consent Calendar and that the matter shall be removed and addressed in the General Business section of the meeting. A unanimous affirmative vote shall be recorded as a favorable motion and approval of each individual item included on the Consent Calendar.)

Incline Village General Improvement District

Incline Village General Improvement District is a fiscally responsible community partner which provides superior utility services and community oriented recreation programs and facilities with passion for the quality of life and our environment while investing in the Tahoe basin.

893 Southwood Boulevard, Incline Village, Nevada 89451 • (775) 832-1100 • FAX (775) 832-1122

www.yourtahoeplace.com

NOTICE OF MEETING

Agenda for the Board Meeting of September 30, 2021 - Page 2

1. Review, discuss and possibly approve the Mathis Group Pre-Contract Board and Executive Team Interviews Proposal in the total amount of \$8,000 (Requesting Trustee: Board Chairman Tim Callicrate) – **pages 51 - 53**
- I. GENERAL BUSINESS (*for possible action*)
 1. Review, discuss and provide to the District General Manager: (Requesting Trustee: Board Chairman Tim Callicrate) – **pages 54 - 110**
 - (a) Performance Evaluation (in accordance with the District General Manager’s Employment Agreement, Section 7, PERFORMANCE EVALUATION)
 - (b) Merit Salary Increase
Review, discuss and possibly propose changes to the District General Manager’s Employment Agreement (in accordance with the District General Manager’s Employment Agreement, Section 3. SALARY, subparagraph 3.3 and Section 7. PERFORMANCE EVALUATION, subparagraph 7.3)
 - (c) Contract Extension
Review, discuss and possibly propose changes to the District General Manager’s Employment Agreement (in accordance with the District General Manager’s Employment Agreement, Section 2, TERM OF AGREEMENT)
 - (d) Phone/Technology Allowance
Review, discuss and possibly propose changes to the District General Manager’s Employment Agreement (in accordance with the District General Manager’s Employment Agreement, Section 4, BENEFITS, subparagraph 4.4)
 2. Review, discuss and possibly approve augmentations to the FY2021/22 approved budget to reflect carry-over of available appropriations from the FY2020/21 capital budget to support ongoing capital improvement projects (Requesting Staff Member: Director of Finance Paul Navazio) – **pages 111 - 114**
 3. Review, discuss, and potentially approve a scope of work for special legal counsel related to the beach deed and authorize the General Manager to execute a contract with counsel not-to-exceed \$25,000 (Requesting Staff Member: District General Counsel Joshua Nelson) – **pages 115 - 120**
 4. Review, discuss and possibly approve the District’s Strategic Plan for 2021-2023 (Requesting Staff Member: District General Manager Indra Winquest) – **pages 121 - 182**
 5. Policy 15.1.0: Accounting, Auditing and Financial Reporting, Audit Committee: Review and update from the September 2, 2021 Board Meeting – continuing discussion (Requesting Trustee: Board Chairman Tim Callicrate) – **pages 183 - 259**
 6. Review, discuss, and possibly provide direction on next steps to further discuss and/or recommended revisions to Policy 16.1.1 Recreation Roll Policy (Requesting Staff Member: District General Manager Indra Winquest) – **pages 260 - 341**
- J. FINAL PUBLIC COMMENTS* - Limited to a maximum of three (3) minutes in duration.
- K. ADJOURNMENT (*for possible action*)



NOTICE OF MEETING

Agenda for the Board Meeting of September 30, 2021 - Page 3

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before Monday, September 27, 2021 at 9:00 a.m., a copy of this agenda (IVGID Board of Trustees Session of September 30, 2021) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were e-mailed to those people who have requested; and a copy was posted, physically or electronically, at the following locations in accordance with Assembly Bill 253:

1. IVGID Anne Vorderbruggen Building (893 Southwood Boulevard, Incline Village, Nevada; Administrative Offices)
2. IVGID's website (www.yourtahoeplace.com/Board of Trustees/Meetings and Agendas)
3. State of Nevada public noticing website (<https://notice.nv.gov/>)

/s/ Susan A. Herron, CMC

Susan A. Herron, CMC

District Clerk (e-mail: sah@ivgid.org/phone # 775-832-1207)

Board of Trustees: *Tim Callicrate - Chairman, Matthew Dent, Sara Schmitz, Kendra Wong, and Michaela Tonking.*

Notes: *Items on the agenda may be taken out of order; combined with other items; removed from the agenda; moved to the agenda of another meeting; moved to or from the Consent Calendar section; or may be voted on in a block. Items with a specific time designation will not be heard prior to the stated time, but may be heard later. Those items followed by an asterisk (*) are items on the agenda upon which the Board of Trustees will take no action. Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to call IVGID at 832-1100 at least 24 hours prior to the meeting. **IVGID'S agenda packets are available at IVGID's website, www.yourtahoeplace.com; go to "Board Meetings and Agendas".***

MEMORANDUM

TO: Board of Trustees

THROUGH: Indra S. Winquest
General Manager

FROM: Paul Navazio
Director of Finance

SUBJECT: Review, discuss and possibly approve augmentations to the FY2021/22 approved budget to reflect carry-over of available appropriations from the FY2020/21 capital budget to support ongoing capital improvement projects.

STRATEGIC PLAN: Long Range Principle #2 - Finance

DATE: September 20, 2021

I. RECOMMENDATION

That the Board of Trustees makes a motion to approve augmentation of the FY2021/22 approved budget to reflect carry-over of available appropriations from the FY2021/22 budget in support of ongoing capital improvement projects.

II. BACKGROUND

At their meeting of May 26, 2021, the Board of Trustees approved the District's FY2021/22 budget which included Capital Improvement Program appropriations totaling \$12,620,428 funded through \$10,995,428 in new appropriations and \$1,625,000 in net carry-over appropriations from the FY2020/21 capital budget supporting ongoing projects.

This agenda item seeks Board approval to carry-over an additional \$4,347,277 in available, unexpended FY2020/21 capital budget appropriations to augment the FY2021/22 budget for ongoing projects.

In the past, the Board was asked to approve capital program carry-over appropriations in conjunction with the approval of the annual budget, based on estimates of available funding expected to be remaining at the end of the fiscal year for specified projects. Starting with the adoption of the FY2021/22 budget, Board action related to carry-over appropriations has been deferred until early in

the new fiscal year so that carry-over appropriations are based on actual funds available as of June 30, 2021 rather than preliminary estimates.

III. DISCUSSION

Attachment A provides a listing of available FY2020/21 capital budget appropriations recommended for carry-over to the FY2021/22 budget, totaling \$4,347,277 across all funds, listed as "GM Recommended", as follows:

<u>Fund</u>	<u>Recommended Carry-over Appropriations</u>
100 General Fund:	(8,053)
200 Utility Fund:	1,791,387
320 Golf Fund	634,151
330 Facilities	-
340 Ski	1,244,840
350 Recreation	124,933
360 Comm. Svc. Admin.	83,000
370 Tennis	-
380 Parks	24,000
390 Beach	453,019
	<hr/>
	\$ 4,347,277

Capital vs. Expense Items. As part of the FY2021-22 budget process, a total of \$1,130,200 in FY2021/22 capital project funding included in the capital plan was identified as appropriately accounted for as operating expenses rather than capital assets to be depreciated. This includes funding for routine repairs and maintenance, individual items that fall below existing capitalization thresholds, and funds to support feasibility studies. While these projects remain (for presentation purposes) in the capital budget, the appropriations were re-allocated to operating expenditures across applicable funds.

Of the recommended carry-over appropriation proposed for Board approval with this agenda item, a total of \$78,230 are also identified as supporting expenditures that do not meet capitalization criteria and thus will be re-appropriated to expense account codes within the FY2021/22 budget (typically Professional Services and Repairs and Maintenance).

Attachment A -

Recommended augmentations to FY2021/22 Capital Improvement Budget to reflect carryforward appropriations from prior fiscal year

Incline Village General Improvement District

FY2021/22 Capital Improvement Budget - FY2020/21 Carryforward Recommendations

DESCRIPTION	PROJECT #	New Appropriations	Prior Year	Adopted	5/26/2021	6/30/2021	GM
			Carry Forward	FY 21/22	Carry-Forward ESTIMATE	ACTUAL Avail. Carry Forward	
General Fund:							
District Communication Radios	1213CE1701	10,000	-	10,000			
Power Infrastructure Improvements	1213CE2101	57,500	-	57,500			
Network Upgrades - Switches, Controllers, WAP	1213CE2102	75,000	-	75,000			
Fiber Installation/Replacement	1213CE2104	10,000	-	10,000			
Security Cameras	1213CE2105	100,000	-	100,000			
District Wide PC, Laptops, Peripheral Equipment and Desk Top Printers	1213CO1703	75,000	-	75,000			
Pavement Maintenance - Administration Building	1099LI1705	5,000	-	5,000	4,300	4,300	4,300
Admin Printer Copier Replacement - 893 Southwood Administration Building	1099OE1401	32,500	-	32,500			
Human Resource Management and Payroll Processing Software	1315CO1801	91,438	75,000	166,438	75,000	62,647	(12,353)
Total General Fund		\$ 456,438	\$ 75,000	\$ 531,438	\$ 79,300	\$ 66,947	\$ (8,053)
Utility Fund:							
Replace Roof Public Works #B	2097BD1704	60,000	-	60,000			
Arc Flash Study - Utilities	2097BD2001	-	-	-	7,500	15,161	Close-out
Public Works Billing Software Replacement	2097CO2101	10,000	-	10,000	10,000	10,000	10,000
Adjust Utility Facilities in NDOT/Washoe County Right of Way	2097DI1401	180,000	-	180,000	3,000	3,000	3,000
Water Reservoir Safety and Security Improvements	2097DI1701	-	-	-	57,000	67,000	67,000
Loader Tire Chains	2097HE1725	20,000	-	20,000			
2002 Caterpillar 950G Loader #523	2097HE1729	265,000	-	265,000			
2002 Caterpillar 950G Loader #525	2097HE1730	265,000	-	265,000			
Snowplow #300A	2097LE1720	19,000	-	19,000			
Snowplow #307A	2097LE1721	19,000	-	19,000			
Pavement Maintenance, Utility Facilities	2097LI1401	157,500	-	157,500			
Pavement Maintenance, Reservoir 3-1 WPS 4-2/5-1	2097LI1701	130,000	-	130,000			
Utility Shared Projects Total		1,125,500	-	1,125,500	77,500	95,161	80,000
Water Projects Total							
Water Pumping Station Improvements	2299DI1102	70,000	-	70,000	13,000	23,000	23,000
Replace Commercial Water Meters, Vaults and Lids	2299DI1103	40,000	-	40,000	-	6,000	6,000
Water Reservoir Coatings and Site Improvements	2299DI1204	85,000	-	85,000	85,000	85,000	85,000
Burnt Cedar Water Disinfection Plant Improvements	2299DI1401	25,000	-	25,000	22,918	17,653	17,653
Removal of Washoe 1 Water Intake Line	2299DI1401X	30,000	-	30,000			
Burnt Cedar Water Disinfection Plant Emergency Generator Fuel Tank Upgrades	2299DI1707	-	-	-	174,000	174,344	174,344
Watermain Replacement - Crystal Peak Road	2299WS1705	50,000	-	50,000			
Watermain Replacement - Slott Pk Ct	2299WS1706	280,000	-	280,000	17,000	16,425	16,425
Water Projects Total		580,000	-	580,000	311,918	322,422	322,422
Sewer Projects Total							
Effluent Pipeline Project	2524SS1010	2,000,000	-	2,000,000	250,000	1,889,210	339,210
Effluent - Pond Lining	2599SS2010	-	1,550,000	1,550,000	1,550,000	incl.	
Building Upgrades Water Resource Recovery Facility	2599BD1105	60,000	-	60,000			
Sewer Pumping Station Improvements	2599DI1104	70,000	-	70,000			
Sewer Pump Station #1 Improvements	2599DI1703	-	-	-	1,039,750	1,039,025	1,039,025
Water Resource Recovery Facility Improvements	2599SS1102	140,000	-	140,000			
Wetlands Effluent Disposal Facility Improvements	2599SS1103	183,500	-	183,500			
Replace & Reline Sewer Mains, Manholes and Appurtenances	2599SS1203	60,000	-	60,000	12,440	10,730	10,730
Update Camera Equipment	2599SS2107	60,000	-	60,000			
Sewer Projects Total		2,573,500	1,550,000	4,123,500	2,852,190	2,938,965	1,388,965
Total Utility Fund		\$ 4,279,000	\$ 1,550,000	\$ 5,829,000	\$ 3,241,608	\$ 3,356,548	\$ 1,791,387
Championship Golf Course:							
Irrigation Improvements	3141GC1103	11,000	-	11,000			
Maintenance Building Drainage, Washpad and Pavement	3141GC1501	-	-	-	33,325	30,175	Close-out
Championship Course Tees	3141GC1803	12,000	-	12,000			
Pavement Maintenance of Parking Lots - Champ Course & Chateau	3141LI1201	17,500	-	17,500	4,500	6,600	-
Cart Path Replacement - Champ Course	3141LI1202	55,000	-	55,000	60,000	59,975	59,975
Championship Golf Course Electric Cart Fleet and GPS	3141LV1898	-	-	-	378,000	378,000	378,000
2016 Bar Cart #724	3142LE1741	-	-	-	17,000	17,000	On Hold
2016 Bar Cart #725	3142LE1742	-	-	-	17,000	17,000	On Hold
2014 Toro Tri-Plex Mower 3250D #694	3142LE1744	46,000	-	46,000			
2017 Toro 3500D Mower #743	3142LE1745	37,000	-	37,000			
2012 JD 8500 Fairway Mower #670	3142LE1746	93,500	-	93,500			
2011 Toro Groundsmaster 4000D #650	3142LE1747	68,400	-	68,400			
2014 3500D Toro Rotary Mower #693	3142LE1759	37,000	-	37,000			
Replacement of 2010 John Deere 8500 #641	3142LE1760	-	-	-	92,000	92,000	92,000
Range Ball Machine Replacement	3143GC2002	20,000	-	20,000			
Replace icemaker Championship Golf Course Cart Barn	3144FF1702	10,980	-	10,980			
1997 1-Ton Dump Truck #419	3197HV1749	51,000	-	51,000			
2000 Toro Spreader #462	3197LE1724	17,500	-	17,500			
Maintenance Shop Crane and Equipment Lift	3197ME1710	-	-	-	21,827	21,827	21,827
Total Championship Golf		\$ 476,880	\$ -	\$ 476,880	\$ 623,652	\$ 622,577	\$ 551,802
Mountain Golf Course:							
Mountain Course Greens, Tees and Bunkers	3241GC1101	8,000	-	8,000			
Mountain Golf Cart Path Replacement	3241LI1903	-	-	-	50,000	77,449	77,449
Mountain Golf Cart Path Replacement	3241LI2001	550,000	-	550,000			
2016 Bar Cart #726	3242LE1726	-	-	-	20,000	20,000	On Hold
2015 Toro 4000D Rough Mower #709	3242LE1728	68,400	-	68,400			
Pavement Maintenance of Parking Lot - Mountain Golf Course	3242LI1204	12,500	-	12,500	4,000	4,900	4,900
Total Mountain Golf		\$ 638,900	\$ -	\$ 638,900	\$ 74,000	\$ 102,349	\$ 82,349
Chateau and Aspen Grove:							
Paint Exterior of Chateau	3350BD1506	47,000	-	47,000			
Replace Air Walls Chateau	3350BD1704	-	-	-	2,000	53,350	Close-out
Replace Carpet in Chateau Grill	3350BD1803	23,000	-	23,000			
Aspen Grove - Replace Carpet	3351BD1501	11,000	-	11,000			
Aspen Grove Outdoor Seating BBQ and Landscaping	3351BD1703	41,400	-	41,400			
Dumpster enclosure - Village Green/Aspen Grove	3351BD2101	45,000	-	45,000			
Total Chateau and Aspen Grove		\$ 167,400	\$ -	\$ 167,400	\$ 2,000	\$ 53,350	\$ -

ATTACHMENT A

Incline Village General Improvement District

FY2021/22 Capital Improvement Budget - FY2020/21 Carryforward Recommendations

DESCRIPTION	PROJECT #	New Appropriations	Prior Year	Adopted	5/26/2021	6/30/2021	GM
			Carry Forward	FY 21/22	Carry-Forward ESTIMATE	ACTUAL Avail. Carry Forward	
Diamond Peak Ski Resort:							
Base Lodge Walk In Cooler and Food Prep Reconfiguration	3453BD1806	-	-	-	40,000	40,000	40,000
Crystal Express Ski Lift Maintenance and Improvements	3462HE1502	49,000	-	49,000	-	-	-
Lakeview Ski Lift Maintenance and Improvements	3462HE1702	75,000	-	75,000	-	-	-
Lodgepole Ski Lift Maintenance and Improvements	3462HE1711	55,000	-	55,000	-	-	-
Loader Tire Chains (1-Set)	3463HE1722	9,750	-	9,750	-	-	-
2002 Caterpillar 950G Loader #524	3463HE1723	265,000	-	265,000	-	-	-
Replacement of 2011 Grooming Vehicle # 645	3463HE1728	400,000	-	400,000	-	-	-
Ski Resort Snowmobile Fleet Replacement	3464LE1601	16,500	-	16,500	-	-	-
Snowplow #304A	3464LE1729	19,000	-	19,000	-	-	-
2014 Yamaha ATV #695	3464LV1730	19,000	-	19,000	-	-	-
Fan Guns Purchase and Replacement	3464SI1002	160,000	-	160,000	-	-	-
Replace Child Ski Center Surface Lift	3467LE1703	75,000	-	75,000	-	-	-
Replace Ski Rental Equipment	3468RE0002	-	-	-	200,000	535,000	514,840
Replace Lodge Facility Electrical Equipment	3469BD2101	115,000	-	115,000	-	-	-
Pavement Maintenance, Diamond Peak and Ski Way	3469LI1105	25,000	-	25,000	1,000	3,665	-
Ski Way and Diamond Peak Parking Lot Reconstruction	3469LI1805	-	-	-	500,000	500,000	500,000
Diamond Peak Facilities Flooring Material Replacement	3499BD1710	36,000	-	36,000	55,000	55,000	55,000
Arc Flash Study - Ski	3499BD2002	-	-	-	1,500	6,400	Close-out
Replace Staff Uniforms	3499OE1205	-	-	-	-	135,000	135,000
Skier Services Administration Printer Copier Replacement	3499OE1502	10,000	-	10,000	-	-	-
Total Diamond Peak		\$ 1,329,250	\$ -	\$ 1,329,250	\$ 797,500	\$ 1,275,065	\$ 1,244,840
Parks:							
Resurface and Coat Preston Park Bathroom, Mechanical Room, and Bleacher Floors	4378BD1604	53,200	-	53,200	-	-	-
Upgrade Lights for I.P. Pathway	4378BD1713	27,000	-	27,000	-	-	-
Preston Field Retaining Wall Replacement	4378BD1801	-	-	-	3,427	3,427	-
Grout Repair Upstairs Parks Office & Tile Replacement	4378BD2001	10,000	-	10,000	-	-	-
2015 Ball Field Groomer #706	4378LE1742	-	-	-	24,000	24,000	24,000
Maintenance, East and West End Parks	4378LI1207	-	-	-	3,890	3,890	-
Pavement Maintenance, Village Green Parking	4378LI1303	5,000	-	5,000	7,400	7,400	-
Pavement Maintenance, Preston Field	4378LI1403	7,500	-	7,500	2,500	3,370	-
Pavement Maintenance, Overflow Parking Lot	4378LI1602	5,000	-	5,000	4,900	4,900	-
Pump Track	4378LI1604	80,000	-	80,000	-	-	-
Pavement Maintenance - Incline Park	4378LI1802	7,500	-	7,500	2,550	2,450	-
IVGID Community Dog Park	4378LI2104	75,000	-	75,000	-	-	-
2005 Pick-up Truck 4x4 (1-Ton) #554	4378LV1735	47,000	-	47,000	-	-	-
Replace Playgrounds - Preston	4378RS1601	7,500	-	7,500	7,500	7,500	-
Village Green Drainage and Park Improvement Project	4378RS2103	20,000	-	20,000	-	-	-
Total Parks		\$ 344,700	\$ -	\$ 344,700	\$ 56,167	\$ 56,937	\$ 24,000
Tennis:							
Tennis Center Renovation	4588BD1604	-	-	-	231,964	142,190	Close-out
Pavement Maintenance, Tennis Facility	4588LI1201	5,000	-	5,000	5,000	5,000	-
Total Tennis		\$ 5,000	\$ -	\$ 5,000	\$ 236,964	\$ 147,190	\$ -
Recreation Center:							
Recreation Center Upstairs Lobby Restrooms Remodel	4884BD1902	-	-	-	152,216	126,075	124,933
Pavement Maintenance, Recreation Center Area	4884LI1102	7,500	-	7,500	-	-	-
Fitness Equipment	4886LE0001	53,000	-	53,000	-	-	-
Paint Interior of Recreation Center	4899BD1305	15,500	-	15,500	-	-	-
Rec Center Locker Room Improvements	4899FF1202	800,000	-	800,000	5,000	(5,807)	-
2017 Chevy Compact SUV #751	4899LV1723	32,000	-	32,000	-	-	-
Total Recreation Center		\$ 908,000	\$ -	\$ 908,000	\$ 157,216	\$ 120,268	\$ 124,933
Community Services Administration:							
Arc Flash Study - Community Services	4999BD2001	-	-	-	2,000	3,000	3,000
Web Site Redesign and Upgrade	4999OE1399	-	-	-	80,000	80,000	80,000
Total Comm. Services Admin.		\$ -	\$ -	\$ -	\$ 82,000	\$ 83,000	\$ 83,000
Community Services Fund Total:		\$ 3,870,130	\$ -	\$ 3,870,130	\$ 2,029,499	\$ 2,460,736	\$ 2,110,924
Beach Fund:							
Burnt Cedar Swimming Pool and Site Improvements	3970BD2601	3,350,200	-	3,350,200	55,000	269,983	256,579
Pavement Maintenance, Ski Beach	3972BD1301	8,500	-	8,500	4,800	4,800	-
Beaches Flatscape and Retaining Wall Enhancement and Replacement	3972BD1501	55,000	-	55,000	55,000	55,000	55,000
Burnt Cedar Dumpster enclosure	3972BD1707	-	-	-	29,000	29,140	29,140
Beach Access Improvement Project	3972BD2102	45,000	-	45,000	-	-	-
Beach Furnishings	3972FF1704	21,000	-	21,000	-	-	-
Pavement Maintenance, Incline Beach	3972LI1201	6,500	-	6,500	-	-	-
Pavement Maintenance, Burnt Cedar Beach	3972LI1202	12,500	-	12,500	12,300	12,300	12,300
Incline Beach Facility Replacement	3973LI1302	-	-	-	100,000	100,000	100,000
Replace Playgrounds - Beaches	3972RS1701	7,500	-	7,500	7,500	7,500	-
Incline Beach Kitchen	3973FF1204	7,260	-	7,260	-	-	-
Burnt Cedar Beach Kitchen	3974FF1101	6,800	-	6,800	-	-	-
Total Beach Fund		\$ 3,520,260	\$ -	\$ 3,520,260	\$ 263,600	\$ 478,723	\$ 453,019
District Total		\$ 12,125,828	\$ 1,625,000	\$ 13,750,828	\$ 5,614,007	\$ 6,362,954	\$ 4,347,277

MEMORANDUM

TO: Board of Trustees

FROM: Tim Callicrate
Chair of the Board

Indra Winquest
General Manager

Josh Nelson
General Counsel

SUBJECT: Review, discuss, and provide potentially approve a scope of work for special legal counsel related to the beach deed and authorize the General Manager to execute a contract with counsel not-to-exceed \$25,000

DATE: September 30, 2021

I. RECOMMENDATION

That the Board of Trustees review, discuss, and provide potentially approve a scope of work for special legal counsel related to the beach deed and authorize the General Manager to execute a contract with counsel not-to-exceed \$25,000.

II. BACKGROUND

IVGID owns and maintains beaches along Lake Tahoe. These beaches were deeded to IVGID in 1968. This deed provides that the beaches shall be used "... only for the purposes of recreation by, and for the benefit of property owners and their tenants (specifically including occupants of motels and hotels) within the Incline Village General Improvement District as now constituted, and as the Board of Trustees of said District may determine, the guests of such property owners...."

Earlier this year, the Board of Trustees considered its historic practice of providing beach access to non-resident employees. During its discussion, the Board of Trustees requested that the General Manager retain special legal counsel to review this issue in more detail. In addition, the General Manager has convened an advisory committee to assist him in considering potential edits to Ordinance No. 7 for Board consideration. Some of these edits likely will involve beach access, and the Board will consider these potential edits in the upcoming months. It may be advisable to have special legal counsel review these potential edits for

consistency with the beach deed. Lastly, the Board may wish to make amendments to Policy 16.1 related to the recreation roll. Again, this may be an area where special counsel could provide assistance.

This item seeks Board approval of the proposed scope, selection process, and not-to-exceed amount for this work. For scope, the Board could retain special legal counsel for (1) a review of IVGID's historic practice of providing beach access to retired Trustees, non-resident employees, retirees and their guests to determine compliance with the deed and (2) to review any proposed edits to Ordinance No. 7 or Policy 16.1 to determine compliance with the deed. Please note that this scope of work reflects comments provided by the Board on September 2nd. It also reflects public comment that objected to the prior use of the word "ensure." Of course, any legal opinion is not legally binding, even if it may be instructive and help inform the Board's consideration of the matter.

To provide a competitive selection process, the Board should consider soliciting proposals from interested firms or attorneys. Selection of the firm or attorney could be structured a number of ways. However, to ensure this project moves forward expeditiously, the Board may wish to authorize the Chair and General Manager with input from the General Counsel to review and select the special counsel. The General Manager would then be authorized to execute a contract with the selected counsel with an expenditure limit of not-to-exceed \$25,000. This is less than the General Manager's general expenditure authority.

Please note that one option noted below would to not move forward with the scope of work at this time but to seek proposals for a judicial confirmation under NRS 43. This has been discussed previously by the Board but included as a potential option to ensure the Board is aware of potential ways forward.

III. FINANCIAL IMPACT AND BUDGET

The proposed impact would be not-to-exceed \$25,000. The funds will come from the Beach Fund.

IV. ALTERNATIVES

Below are alternatives to the recommended action:

1. Review and revise the scope of work for special counsel.
2. Modify the selection process.

- 3. Provide staff direction to seek proposals from interested special counsel to seek a judicial confirmation under NRS 43.
- 4. Decline to move forward at this time with this project.

V. BUSINESS IMPACT

This item is not a "rule" within the meaning of Nevada Revised Statutes, Chapter 237, and does not require a Business Impact Statement.

VI. COMMENTS

Below is the text of NRS 43 provided as a reference:

CHAPTER 43 - JUDICIAL CONFIRMATION

<u>NRS 43.010</u>	Short title.
<u>NRS 43.020</u>	Legislative declaration.
<u>NRS 43.030</u>	Definitions.
<u>NRS 43.040</u>	“Act” defined.
<u>NRS 43.050</u>	“Executive Officer” defined.
<u>NRS 43.060</u>	“Governing body” defined.
<u>NRS 43.070</u>	“Instrument” defined.
<u>NRS 43.080</u>	“Municipality” defined.
<u>NRS 43.090</u>	“Project” defined.
<u>NRS 43.100</u>	Petition for judicial examination and determination of validity of power, instrument, act or project: Facts; verification.
<u>NRS 43.110</u>	Action in nature of proceeding in rem; jurisdiction of parties.
<u>NRS 43.120</u>	Notice of filing of petition: Contents; service by publication and posting.
<u>NRS 43.130</u>	Owner of property or interested party may move to dismiss or answer; effect of failure to appear.
<u>NRS 43.140</u>	Hearing; findings; judgment and decree; costs.
<u>NRS 43.150</u>	Review of judgment: Time for application.
<u>NRS 43.160</u>	Applicability of Nevada Rules of Civil Procedure; early hearings.
<u>NRS 43.170</u>	Effect of chapter.

NRS 43.010 Short title. This chapter shall be known as the Judicial Confirmation Law.
(Added to NRS by [1969, 134](#))

Review, discuss, and provide potentially approve a scope of work for special legal counsel related to the beach deed and authorize the General Manager to execute a contract with counsel not to exceed \$25,000

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September 30, 2021

NRS 43.020 Legislative declaration. The Legislature of the State of Nevada determines, finds and declares in connection with this chapter:

1. An early judicial examination into and determination of the validity of any power, instrument, act or project of any municipality promotes the health, comfort, safety, convenience and welfare of the people of this state.

2. The provision in this chapter of the purposes, powers, duties, privileges, immunities, rights, liabilities and disabilities pertaining to municipalities will serve a public function and effect a public purpose.

3. Any notice provided for in this chapter is reasonably calculated to inform each person of interest in any proceedings thereunder which may directly and adversely affect the person's legally protected interests, if any.

4. The rule of strict construction shall have no application to this chapter, but this chapter shall be liberally construed to effect the purposes and objects for which it is intended.

(Added to NRS by [1969, 134](#))

NRS 43.030 Definitions. Except where the context otherwise requires, the definitions in [NRS 43.040](#) to [43.090](#), inclusive, govern the construction of the Judicial Confirmation Law.

(Added to NRS by [1969, 135](#))

NRS 43.040 "Act" defined. "Act" means any action, proposed or taken, by a municipality in the exercise of any power.

(Added to NRS by [1969, 135](#))

NRS 43.050 "Executive Officer" defined. "Executive Officer" means the de jure or de facto Governor of this state, mayor, chair, president or other titular head or chief official of the municipality proceeding under this chapter, but "Executive Officer" does not include a city manager, county manager or other chief administrator of a municipality who is not its titular head.

(Added to NRS by [1969, 136](#))

NRS 43.060 "Governing body" defined.

1. "Governing body" means:

(a) The state commission or state board responsible for the exercise of a power by the State or responsible for an instrument, act or project of the State to which court proceedings authorized by this chapter and initiated by the State pertain; and

(b) The city council, city commission, board of supervisors, board of commissioners, board of trustees, board of directors, board of regents or other legislative body of a municipality proceeding under this chapter.

2. "Governing body" does not include the Legislature of the State of Nevada if the municipality is the State or any corporation, instrumentality or other agency thereof.

(Added to NRS by [1969, 135](#))

NRS 43.070 "Instrument" defined. "Instrument" means any contract, deed, bond, other security, proceedings or other document of any kind, proposed, or executed or otherwise made, and pertaining to a municipality proceeding under this chapter.

(Added to NRS by [1969, 135](#))

NRS 43.080 "Municipality" defined. "Municipality" means the State of Nevada, or any corporation, instrumentality or other agency thereof, or any incorporated city, any unincorporated town, or any county, school district, conservancy district, drainage district, irrigation district, general improvement district, other corporate district constituting a political subdivision of this State, housing authority, urban renewal authority, other type of authority, the Nevada System of Higher Education, the Board of Regents of the University of Nevada, or any other body corporate and politic of the State of Nevada, but excluding the Federal Government.

(Added to NRS by [1969, 135](#); A [1983, 111](#); [1987, 1717](#); [1993, 362](#); [2005, 362](#))

NRS 43.090 "Project" defined. "Project" means any undertaking, proposed or taken, to which a power, instrument or act of a municipality proceeding under this chapter and before a court for judicial confirmation pertains.

(Added to NRS by [1969, 135](#))

Review, discuss, and provide potentially approve a scope of work for special legal counsel related to the beach deed and authorize the General Manager to execute a contract with counsel not to exceed \$25,000

NRS 43.100 Petition for judicial examination and determination of validity of power, instrument, act or project: Facts; verification.

1. In its discretion the governing body may file or cause to be filed a petition at any time in the district court in and for any county in which the municipality is located or any act or project is undertaken, wholly or in part, praying a judicial examination and determination of the validity of any power conferred or of any instrument, act or project of the municipality, whether or not such power has been exercised, such instrument has been executed or otherwise made or such act or project has been taken.

2. Such petition shall set forth the facts whereon the validity of such power, instrument, act or project is founded and shall be verified by the Executive Officer.

(Added to NRS by [1969, 135](#))

NRS 43.110 Action in nature of proceeding in rem; jurisdiction of parties. The action shall be in the nature of a proceeding in rem, and jurisdiction of all parties interested may be had by publication and posting, as provided in this chapter.

(Added to NRS by [1969, 136](#))

NRS 43.120 Notice of filing of petition: Contents; service by publication and posting.

1. Notice of the filing of the petition shall be given by the clerk of the court, under the seal thereof, stating in brief outline the contents of the petition and showing where a full copy of any instrument therein mentioned may be examined.

2. The notice shall be served:

(a) By publication at least once a week for 5 consecutive weeks by five weekly insertions, in at least a newspaper of general circulation in the municipality; and

(b) By posting the same in the office of the municipality at least 30 days prior to the date fixed in the notice for the hearing on the petition.

3. Jurisdiction shall be complete after such publication and posting.

(Added to NRS by [1969, 136](#))

NRS 43.130 Owner of property or interested party may move to dismiss or answer; effect of failure to appear.

1. Any owner of property in the municipality or any other person interested in the power, instrument, act or project, or otherwise interested in the premises may appear and move to dismiss or answer the petition at any time prior to the date fixed for the hearing or within such further time as may be allowed by the court.

2. The petition shall be taken as confessed by all persons who fail so to appear.

(Added to NRS by [1969, 136](#))

NRS 43.140 Hearing; findings; judgment and decree; costs.

1. The petition and notice shall be sufficient to give the court jurisdiction, and upon hearing the court shall examine into and determine all matters and things affecting the question submitted, shall make such findings with reference thereto and render such judgment and decree thereon as the case warrants.

2. Costs may be divided or apportioned among any contesting parties in the discretion of the district court.

(Added to NRS by [1969, 136](#))

NRS 43.150 Review of judgment: Time for application. Review of the judgment of the court may be had as in other similar cases, except that such review must be applied for within 30 days after the time of the rendition of such judgment or within such additional time as may be allowed by the court within 30 days.

(Added to NRS by [1969, 136](#))

NRS 43.160 Applicability of Nevada Rules of Civil Procedure; early hearings.

1. Nevada Rules of Civil Procedure shall govern in matters of pleading and practice where not otherwise specified herein.

2. The court shall disregard any error, irregularity or omission which does not affect the substantial rights of the parties.

Review, discuss, and provide potentially approve a scope of work for special legal counsel related to the beach deed and authorize the General Manager to execute a contract with counsel not to exceed \$25,000

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September 30, 2021

3. All cases in which there may arise a question of the validity of any matter under this chapter shall be advanced as a matter of immediate public interest and concern, and be heard at the earliest practicable moment.

(Added to NRS by 1969, 136)

NRS 43.170 Effect of chapter.

1. This chapter, without reference to other statutes of this state, except as otherwise expressly provided in this chapter, shall constitute full authority for the exercise of the powers therein granted.

2. The powers conferred by this chapter shall be in addition and supplemental to, and not in substitution for, and the limitations imposed thereby shall not affect the powers conferred by, any other law.

3. Nothing contained in this chapter shall be construed as preventing the exercise of any power granted to the municipality, acting by and through the governing body, or any officer, agent or employee of the municipality, or otherwise, by any other law.

4. No part of this chapter shall repeal or affect any other law or part thereof, it being intended that this chapter shall provide a separate method of accomplishing its objectives and not an exclusive one; and this chapter shall not be construed as repealing, amending or changing any such other law.

(Added to NRS by 1969, 136)

MEMORANDUM

TO: Board of Trustees

FROM: Indra Winquest
District General Manager

SUBJECT: Review, discuss and possibly approve the District's Strategic Plan for 2021-2023

DATE: September 15, 2021

I. RECOMMENDATION

That the Board of Trustees review, discuss, and possibly approve the District's 2021-2023 Strategic Plan.

II. BACKGROUND

At the May 26, 2021 Board of Trustees Meeting, the preliminary draft of the 2021 – 2023 Strategic Plan was included in the General Manager's Report, as an attachment, and verbally reported to the Board of Trustees by the District General Manager. At the June 9, 2021 Board of Trustees meeting, a draft version of the Strategic Plan was presented as a General Business item. There was discussion amongst the Board of Trustees such that feedback was given to Staff as it relates to the overall structure and content of the draft Strategic Plan. Staff incorporated the feedback received, added additional revisions, and reformatted to improve upon the document. The updated draft strategic plan was then presented at the July 13, 2021 Board of Trustees meeting where additional feedback was given for consideration. This feedback has been considered and additional revisions have been made which are included in this agenda item with the goal to formally approve at the September 2, 2021 Board of Trustees Meeting

III. ATTACHMENTS

1. Policy 1.1.0
2. Draft presented at the July 13, 2021 BOT Meeting
3. Proposed updated Draft Strategic Plan



Strategic Planning Policy 1.1.0

POLICY. The Incline Village General Improvement District recognizes the importance of using some form of strategic planning to provide a long-term perspective for service delivery and budgeting, thus establishing logical links between authorized spending and broad organizational goals. While there is not a single best approach to strategic planning, a sound strategic planning process will include the following key steps:

- 0.1 Initiate the Strategic Planning Process.** It is essential that the strategic plan be initiated and conducted under the authorization of the Board of Trustees and the District's General Manager. Inclusion of other stakeholders is critical, but a strategic plan that is not supported by the Board of Trustees and the District's General Manager has little chance of influencing an organization's future.
- 0.2 Prepare a Mission Statement.** The mission statement should be a broad but clear statement of purpose for the District. One of the critical uses of a mission statement is to help an organization decide what it should do and, importantly, what it should not be doing. The District's goals, strategies, programs and activities should logically cascade from the mission statement.
- 0.3 Assess Environmental Factors.** A thorough analysis of the District's internal and external environment sets the stage for an effective strategic plan. Local, regional, national, and global factors affecting the community should be analyzed and include the following:
 - 0.3.1 economic and financial factors;
 - 0.3.2 demographic trends;
 - 0.3.3 legal and/or regulatory issues;
 - 0.3.4 social and/or cultural trends;
 - 0.3.5 physical conditions;
 - 0.3.6 community development;
 - 0.3.7 intergovernmental issues;
 - 0.3.8 technological changes, and
 - 0.3.9 environmental changes.



Strategic Planning Policy 1.1.0

0.4 Identify Critical Issues. Once the Environmental Factor analysis has been completed, the next step is to use the resulting information to identify the most critical issues. Issue recognition should reflect stakeholder concerns, needs, and priorities as well as environmental factors affecting the District. The District will maintain mechanisms to identify stakeholder concerns, needs, and priorities. Among the mechanisms that might be employed to gather such information are:

- 0.4.1 public hearings;
- 0.4.2 surveys;
- 0.4.3 meetings of community leaders and citizen's interest groups;
- 0.4.4 meetings with District employees; and
- 0.4.5 workshops for the Board of Trustees and District Leadership.

0.5 Agree on a Small Number of Long Range Principles. These written principles should address the most critical issues facing the District. It may be necessary to define priorities among these principles to improve their usefulness in allocating resources.

0.6 Develop Strategies to Achieve Long Range Principles. Strategies relate to ways that the environmental factor can be influenced (internal or external) to meet long range principles. A single strategy may relate to the achievement of more than one principle. There should be a relatively small number of specific strategies developed to help choose among services and activities to be emphasized. Use of flowcharts or critical path mapping is encouraged in the design of strategies. To optimize the success of these strategies, opportunities should be provided for input from those who will be affected.

0.7 Develop Objectives. Objectives are expected to be strategic, measurable, attainable, and timely. Objectives should be expressed as quantities, or at least as verifiable statements, and ideally would include timeframes.

0.8 Create an Action Plan. The action plan describes how strategies will be implemented and includes services and activities to be



Strategic Planning Policy 1.1.0

performed, associated costs, designation of responsibilities, priority order, and time frame involved for the District to reach its long range principle or strategic objective.

- 0.9 Incorporate Performance Measures.** Performance measures provide an important link between the strategies, principles, objectives and actions stated in the plan and the services and activities funded in the budget. Performance measures provide information on whether strategies and objectives are being met.
- 0.10 Obtain Approval of the Plan.** The Board of Trustees will formally approve the Strategic Plan so it can provide the direction and policy for budget decisions.
- 0.11 Implement the Plan.** District stakeholders should work together to implement the plan. Moreover, the Strategic Plan should drive the Operating Budget, the Multi-Year Capital Plan, and long-term financial planning efforts.
- 0.12 Monitor Progress.** Progress toward meeting strategies and objectives should be monitored at regular intervals. The District will develop a systematic review process to evaluate the extent to which the Action Plan has been met.
- 0.13 Reassess the Strategic Plan.** Many external factors, such as the national or regional economy, demographic changes, statutory changes, legislation, mandates, and climate changes, may affect the environment and thus achievement of strategies. To the extent that external events have long-range impacts, strategies, objectives and actions may need to be adjusted to reflect these changes. New information about stakeholder needs or results may also require changes to the plan. It is desirable to minimize the number of adjustments to long term principles in order to maintain credibility. However, the District's Board of Trustees expects to conduct interim reviews each year, and more comprehensive strategic planning processes every five years, depending on how quickly conditions change. Performance measure results will be reviewed more frequently than the Strategic Plan.



GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

Strategic Plan

Fiscal Years 2021/2022 and 2022/2023

From the July 8, 2021 Board of Trustees Meeting



**GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM**

BOARD OF TRUSTEES



**Tim
Callicrate**
CHAIRMAN



**Matthew
Dent**
VICE
CHAIRMAN



**Michaela
Tonking**
TREASURER



**Sara
Schmitz**
SECRETARY



**Kendra
Wong**
TRUSTEE



**GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM**

SENIOR MANAGEMENT TEAM

Insert photos

Indra Winquest – District General Manager
Susan Herron – District Board Clerk
Paul Navazio – Director of Finance
Erin Feore – Director of Human Resources
Brad Underwood – Director of Public Works
Darren Howard – Director of Golf & Community Services
Mike Bandelin – Diamond Peak General Manager
Mike Gove – Director of IT



IVGID's Vision Statement

With passion for quality of life and our environment, Incline Village General Improvement District will enhance the reputation of our community as an exceptional place to live, work, invest, and play.

IVGID's Mission Statement

The Incline Village General Improvement District delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability.

IVGID's Value Statement

We are dedicated people providing quality service, for our community and environment, with integrity and teamwork.

IVGID's Mantra Statement

One District • One Team

Introduction

The Incline Village General Improvement District Strategic Plan provides direction and a planned pursuit of the mission, vision, values, long range principles and objectives and actions of the District from July 1, 2021 to June 30, 2023.

This plan reflects the District's desire to become more strategic and less tactical as the next logical step in the organization's life cycle and planning evolution.

Strategic Planning is a systematic approach to defining longer term principles and identifying the means to achieve them. It provides the District with the ability to channel resources in a direction that yields the greatest benefit to residents, constituents and guests.

The intent of this plan is to identify long range principles that align activities with the strategy of the District. It provides a framework to ensure that a balanced approach toward addressing objectives of District residents, finances, internal processes, and education and growth of employees is integrated into the plan.

The strategic planning process enables the District to plan and execute continuous improvements throughout the organization.

The benefits of the District's strategic planning are:

- Focuses the District's resources on activities that are essential to increasing customer satisfaction, lowering costs, increasing value and achieving measurable outcomes.
- Defines and describes the District's key strategies. As a result, employees and community members know where the District is headed.
- Creates a planning and implementation system that is responsive, flexible, and disciplined.
- Encourages cooperation and support among all District functions.
- Reinforces the continuous improvement culture of the District.
- Empowers managers and employees by providing them with the authority to fulfill planned activities.
- Provides for more seamless internal and external customer service.

Strategic Planning Process

Board of Trustees Policy 1.1.0 (available upon request)

Key Dates in the History of the Strategic Plan

The Board of Trustees initiated the process in February 2015. After a lengthy but productive process, the Board finalized updated Mission, Vision, Value and Mantra statements. The Board reviewed revised long range principles and objectives. On September 3, 2015 the Board reviewed the Final Draft Strategic Plan.

The 2015-2017 Strategic Plan was adopted at the September 23, 2015 Board of Trustees meeting. The 2018-2020 Strategic Plan was adopted at the May 9, 2018 Board of Trustees meeting.

The 2021-2023 Strategic Plan is in compliance with Board of Trustees Policy 1.1.0, subparagraph 0.13.

Closing Comments

This document is an outward facing document that the Board of Trustees and employees of the Incline Village General Improvement District focuses their resources.



LONG-RANGE PRINCIPLES

LONG RANGE PRINCIPLE #1 - SERVICE

The District will provide superior quality service and value to its customers through responsible stewardship of District resources and assets.

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 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:

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 activities.

LONG RANGE PRINCIPLE #6 - COMMUNICATION

The District will engage, interact and educate to promote understanding of the programs, activities, 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 to the greatest extent possible.

STRATEGIC ACTIONS

LONG RANGE PRINCIPLE #1 - SERVICE

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

LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT

- 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, and Local requirements in the protection of our resources and environment in achieving sustainability.

LONG RANGE PRINCIPLE #3 – FINANCE

- 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 community through regular financial reporting and related performance management metrics.
- Comply with Federal, State, and Local regulations.
- Adhere to Government Generally Accepted Accounting Principles (GAAP).

LONG RANGE PRINCIPLE #4 - WORKFORCE

- Evaluate job descriptions to frequently ensure regulatory compliance in language, for workforce needs, and related compensation for the position.
- Work closely with Staff to assess training and educational needs for existing workforce; coordinate trainings with both District Staff and outside resources to ensure essential educational needs are evaluated and addressed.
- 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 Staff 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.
- Comply with Federal, State, and Local regulations.
- Continue to provide a safe environment and continue to strive for low worker's compensation incidents through ongoing and targeted safety training.
- Work with Staff to improve employee engagement and culture through focused performance management goals, engagement participation and incentives.

LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE

- 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 Community Service and Public Works master plans.
- Maintain and execute a 5-Year capital improvement plan within a 20-Year horizon.
- Conduct planning and design, prior to advancing projects or procurement, to ensure new District assets meet operational requirements and enhance the 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 and industry standards.
- Leverage technology and staff training to secure district assets digitally and physically

LONG RANGE PRINCIPLE #6 - COMMUNICATION

- Promote transparency in all aspects of District operations.
- Maintain, expand and enhance the district's communications infrastructure to meet the evolving needs and desires of the community 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 such that District Staff and the Board of Trustees are presenting unified communication and messaging.

LONG RANGE PRINCIPLE #7 – GOVERNANCE

- Continue Legislative Advocacy efforts at the Federal, State and Local Government levels to support appropriations for water and wastewater infrastructure improvements that support Principle #2 and Principle #5 as well as any other related opportunities as it pertains to District operations.
- Continue the refinement of appropriate performance measurement to demonstrate quality as well as quantity
- Improve civic engagement and transparency using improved web-based tools for agenda management, financial reporting and project tracking.
- Continually review District policies to ensure compliance with changing regulations and requirements.

LONG RANGE PRINCIPLE #1 - SERVICE

Statement of Objective(s) *defined as what we are striving to accomplish*

The District will provide superior quality service and value to its customers through responsible stewardship of District resources and assets with an emphasis on the parcel owner experience

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

- Provide well-defined customer service consistent with fiscal goals, and community expectations.
- Utilize best practice standards for delivery of services and re-evaluate every year.
- Commit to continuous improvement through evaluation of 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.
2. Enhance specific performance indicators to evaluate customer loyalty/satisfaction.
3. Work with the community to establish a sustainable long term financial and service model for all the District's venues; starting with golf (2021-22).
4. Analyze the net effect of established customer service on the District operations and apply changes as needed.
5. Utilize venue and/or community surveys to evaluate and measure customer service as it relates to existing service demands.
6. Execute the short and long term strategy with the Community Services master plans as the roadmap for the future.

7. Improve the comprehensive Standard Operating Procedures manuals for each venue 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 when experienced.
- B. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training to include Venue specific orientations/trainings.
- C. Understand, communicate and demonstrate service baselines at each venue. The emphasis is on providing the best, most consistent customer experiences.
- D. The District is continuing the Customer Care program for all of Community Services, which includes empowerment for any actions that generate a hard cost to remedy a customer satisfaction issue.
- E. Seek venue specific community feedback to determine customer satisfaction and implement into overall business models.
- F. Utilize employee surveys to further define areas of improvement as well as celebrate successes.

LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT

Statement of Objective(s) *defined as what we are striving to accomplish*

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.
- Support integrated regional strategies for the planning, design, construction and implementation of water system infrastructure for fire suppression.
- Meet or exceed Federal, State, and Local 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 Local 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 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.
- B. Continue membership and leadership in the Tahoe Water Suppliers Association and provide IVGID staff support as the Association Director to execute the goals of the Association.
- C. Work with local agencies on programs to reduce trash and micro-plastics from entering the Lake Tahoe watershed.
- 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.
- E. Prioritizing tree maintenance and vegetation management on District-owned properties.
- F. Provide bear shed rebates for new homeowners in the service area to contain putrescible waste in a safe manner.
- G. Provide water efficiency rebates to customers for the installation of a high efficiency toilet or washing machine.

LONG RANGE PRINCIPLE #3 - FINANCE

Statement of Objective(s) *defined as what we are striving to accomplish*

The District will ensure fiscal responsibility and sustainability of service capacities through prudent fiscal management and maintaining effective financial policies for 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 community through regular financial reporting and related performance management metrics.
- Comply with applicable Federal, State and Local Governmental regulations.
- 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 and debt service, and promote fiscal transparency.
4. Work with Board of Trustees to identify Board Policies 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.
- B. Work with Board of Trustees to implement District-wide pricing policy, to ensure desired cost recovery and policy-driven differential pricing for residents, guest and non-residents.
- C. Review the allocation of Facility Fees assessed on parcels within the District, including components for operations, capital expenditure and debt service.
- D. Prepare the required Annual Financial Report, with an independent auditor opinion, to provide financial position and results of operations to a variety of users and information needs.
- E. Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process, indebtedness reporting, and the annual audit.
- 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.
- 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.
- H. Implement transition to new Tyler/Munis enterprise financial system to enhance management and oversight of District finances, improve workflow process and strengthen internal controls.

LONG RANGE PRINCIPLE #4 - WORKFORCE

Statement of Objective(s) *defined as what we are striving to accomplish*

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

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.
- Partnering closely with department managers and individuals, assess training and educational needs for existing workforce; coordinate trainings with both in-house staff and outside resources to ensure essential educational needs are evaluated and addressed.
- 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 Staff 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.
- Comply with applicable Federal, State and Local governmental regulations.
- Continue to provide a safe environment and continue to strive for low worker's compensation incidents through ongoing and targeted safety training.
- Work with Staff 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 new managers and employees, including cyber-security.
4. Work with Board of Trustees to identify Board Policies related to the District Workforce 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. Utilize 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 and all statuses. Continually evaluate current market trends to ensure District wages and benefits remain competitive and attractive to top talent candidates and current Staff.
- B. Assess the ongoing impacts of staffing, hourly wages, increased minimum wage and retention of year round employment changes at current recreational exemption status. Review analysis and recommend changes as needed.

- C. Conduct quarterly management educational trainings for both new and current management and supervisory staff 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.
- D. Continue to monitor updates and changes from Federal, State and Local 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.
- E. Partnering with the Recreation Center Management Team, 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.

LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE

Statement of Objective(s) *defined as what we are striving to accomplish*

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

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 Community Service and Public Works master plans.
- 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 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 and industry standards.
- Leverage technology and staff 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 the current community environment as it has been five years since the last review.
2. Continue to implement top priorities identified in the Community Service Master Plan priorities as defined by the Board of Trustees.
3. Focus on strengthening overall project & contract management.

4. Identify Board Policies related to District Asset Management and present to the Board those that need updating, elimination, or creation.
5. Effluent Export Project, Phase II, continue to pursue project partnerships and Federal, State and Local funding to reduce District costs.
6. Ensure digital safeguards are in place for District technology infrastructure.

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 analyze recommendations to bring forward changes that provide benefit to the District.
- B. Complete Utility Rate Study to ensure the Utility Fund meets budgetary and fund balance requirements.
- C. Work with CMAR and design consultants to finalize design and begin construction of the Effluent Pond Lining and Pipeline Projects.
- D. Allocate capital expenditures in Community Services to maintain services, while planning for some facility replacement for facilities that are crossing 20 years in service.
- E. After the community wide input is received, prepare an outline of the next steps to move the Diamond Peak Master Plan forward if desired.
- F. Create and implement a District Project Manager position in the engineering division
- G. Advance the planning of the Community Dog Park.
- H. Complete the design and begin construction of the Mountain Golf Course Path Project.
- I. Complete evaluation of options and provide recommended timeline and methodology to reconstruct Ski Way.

- J. Develop Comprehensive Capital Plan for IVGID Beach Properties aligning with the Beaches Master Plan.
- K. Execute the Burnt Cedar Swimming Pool Reconstruction Project.
- L. Implement Phase 1 of district-wide security camera project.

LONG RANGE PRINCIPLE #6 - COMMUNICATION

Statement of Objective(s) *defined as what we are striving to accomplish*

The District will engage, interact and educate to promote understanding of the programs, 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 community 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 Staff 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 customers to access their accounts and complete online transactions.
3. Participate in community and basin outreach events and publications to spread messaging on District programs.
4. Work diligently to improve all external partner and collaborative relationships to maximize available resources.

5. Proactively seek stakeholder input on important matters affecting the community as determined by the Senior Management and/or the Board of Trustees.
6. Involvement / presence with Community 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 community matters as scheduled by the Board of Trustees.
- B. Provide informative and timely releases of information to our employees, community, and the general public.
- C. Ensure that the District is well represented in external agency discussions and collaborative opportunities where there may be an impact to either the District and/or our community.
- 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.
- E. Continue to administer venue and community wide surveys related to key matters and initiatives.

LONG RANGE PRINCIPLE #7 - GOVERNANCE

Statement of Objective(s) *defined as what we are striving to accomplish*

Promote a local government and organization that is committed to meeting the needs of the community, encourages collaboration, civic participation, and promotes accountability and transparency in the effective delivery of services.

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 current and quality Board/District Policies in order to achieve maximum efficiency, transparency, and clear direction to district staff
- Continue the refinement of appropriate performance measurement to demonstrate quality as well as quantity
- Partnering closely with department managers and individuals, assess training and educational needs for existing workforce; coordinate trainings with both in-house staff 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 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 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 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. Implement CivicPlus online agenda management and archive system.
2. Continue to utilize outside resources to assist the District in policy review and potential updates and revisions.
3. Continue to work with the General Manager's Ordinance 7 Committee and the Board of Trustees to make formal revisions.
4. 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.

IMPLEMENTATION

The annual budget document serves as the Action Plan for implementing the 2021-2023 objectives.

Budget Initiatives

The budget initiatives for the Fiscal Years 2021-2023 are described in conjunction with each Long Range Principle.

Review Process

Implementation of the Strategic Plan requires a process of review, improvement, refinement, and measurement and following is the criteria for successful implementation of the Strategic Plan. It represents the commitment and discipline required to institutionalize the process.

- All employees and Board of Trustees members should receive a copy of the plan or electronic access to the Plan and should become a regular part of Staff and Board of Trustees orientation.
- The Strategic Plan becomes the guidepost for the District. When decisions or responses to the community are needed, the Strategic Plan serves as a strong reference point for decision-making and whether or not new issues or responses are of higher importance than what's been established as existing direction.
- Post a summary or shortened version of the Strategic Plan on the District's website and track results on the website as well. It may also be helpful to print a short summary of the Strategic Plan's progress to distribute to interested partners and community members.
- The District's General Manager and the Senior Management Team will have the responsibility of being the Strategic Plan Managers to ensure successful implementation.
- Regular reporting of the Strategic Plan's progress should occur. Break the Strategic Plan into separate fiscal years and report, one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of actions that support the goal's completion. Actions are developed prior to each year.

- Provide an update on the Plan’s implementation and results on an annual basis.
- Conduct Staff meetings on a quarterly or semi-annual basis to review the Strategic Plan’s progress and results and report on progress to the Board of Trustees.
- The performance appraisal process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion. Also, performance criteria should be aligned with values of the District such as innovation, teamwork, and accountability.
- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators. (Lagging indicators or outcomes measure past performance; leading indicators or performance drivers assist in establishing future performance.)
- After completion of the first year of the Strategic Plan and baseline results are quantified, targets should be initiated for the measurement system.
- After each year of the Strategic Plan, the Staff should review the Strategic Plan’s process and re-tool any parts of the process that need improvement. This review should include a “just-in-time review” of the following year’s Initiatives to determine if priorities have changed. The review of Initiatives should tie into the budget process.
- Staff meetings should regularly include discussion of strategy. Create a visualization process to emphasize the Strategic Plan’s importance and the District’s commitment to execution. For example, posting charts on office walls of each year’s initiatives, with a check-off column, can provide a visual tracking of initiative completion.

REASSESSMENT

Many external factors, such as the local and national economy, demographic changes, statutory and legislative changes, and climate may affect the environment and thus achievement of strategies. To the extent that external events have long-range impacts, strategies, objectives and actions may need to be adjusted to reflect these changes.

New information about residents, constituents, and guests needs or results may also require changes to the Strategic Plan. It is desirable to minimize the number of adjustments to long range principles in order to maintain credibility.

However, the District's Board of Trustees expects to conduct interim reviews each year, and more comprehensive strategic planning processes every five years, depending on how quickly conditions change. Performance measure results will be reviewed more frequently than the Strategic Plan.



**GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM**

Incline Village General Improvement District

893 Southwood Boulevard

Incline Village, Nevada 89451

Telephone Number: 775-832-1100

Questions: info@ivgid.org



GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

Strategic Plan

Fiscal Years 2021/2022 and 2022/2023



GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

BOARD OF TRUSTEES



**Tim
Callicrate**
CHAIRMAN



**Matthew
Dent**
VICE
CHAIRMAN



**Michaela
Tonking**
TREASURER



**Sara
Schmitz**
SECRETARY



**Kendra
Wong**
TRUSTEE



GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

SENIOR MANAGEMENT TEAM

Indra Winqest – District General Manager
Susan Herron – District Board Clerk
Paul Navazio – Director of Finance
Erin Feore – Director of Human Resources
Brad Underwood – Director of Public Works
Darren Howard – Director of Golf & Community Services
Mike Bandelin – Diamond Peak General Manager
Mike Gove – Director of Information Technology



IVGID's Vision Statement

With passion for quality of life and our environment, Incline Village General Improvement District will enhance the reputation of our community as an exceptional place to live, work, invest, and play.

IVGID's Mission Statement

The Incline Village General Improvement District delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability.

IVGID's Value Statement

We are dedicated people providing quality service, for our community and environment, with integrity and teamwork.

IVGID's Mantra Statement

One District • One Team

Introduction

The Incline Village General Improvement District Strategic Plan provides direction and a planned pursuit of the mission, vision, values, long range principles and objectives and actions of the District from July 1, 2021 to June 30, 2023.

This plan reflects the District's desire to become more strategic and less tactical as the next logical step in the organization's life cycle and planning evolution.

Strategic Planning is a systematic approach to defining longer term principles and identifying the means to achieve them. It provides the District with the ability to channel resources in a direction that yields the greatest benefit to parcel owners, and customers.

The intent of this plan is to identify long range principles that align activities with the strategy of the District. It provides a framework to ensure that a balanced approach toward addressing objectives of District **parcel owners, customers**, finances, internal processes, and education and growth of employees is integrated into the plan.

The strategic planning process enables the District to plan and execute continuous improvements throughout the organization.

The benefits of the District's strategic planning are:

- Focuses the District's resources on **venues, facilities**, and activities that are essential to increasing customer satisfaction, lowering costs, increasing value and achieving measurable outcomes.
- Defines and describes the District's key strategies. As a result, employees, **parcel owners**, and **customers** know where the District is headed.
- Creates a planning and implementation system that is responsive, flexible, and disciplined.
- Encourages cooperation and support among all District functions.
- Reinforces the continuous improvement culture of the District.
- Empowers employees by providing them with the authority to fulfill planned activities.
- Provides for more seamless internal and external customer service.

Strategic Planning Process

Board of Trustees Policy 1.1.0 (available upon request)

Key Dates in the History of the Strategic Plan

The Board of Trustees initiated the process in February 2015. After a lengthy but productive process, the Board finalized updated Mission, Vision, Value and Mantra statements. The Board reviewed revised long range principles and objectives. On September 3, 2015 the Board reviewed the Final Draft Strategic Plan.

The 2015-2017 Strategic Plan was adopted at the September 23, 2015 Board of Trustees meeting. The 2018-2020 Strategic Plan was adopted at the May 9, 2018 Board of Trustees meeting.

The 2021-2023 Strategic Plan is in compliance with Board of Trustees Policy 1.1.0, subparagraph 0.13.

Closing Comments

The District's Strategic Plan is an outward facing document that the Board of Trustees and employees of the Incline Village General Improvement District use to focus their resources.



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 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.
- 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.
- 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.
- 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 **parcel owner, and customer satisfaction issue**.
- E. Seek **service** specific community feedback to determine **parcel owner and customer** satisfaction and implement into overall business models.
- F. Utilize employee surveys to further define areas of improvement as well as celebrate successes.

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.
- 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.
- C. Work with **regional** agencies on programs to reduce trash and microplastics from entering the Lake Tahoe watershed.
- 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.
- E. Prioritizing tree maintenance and vegetation management on District-owned properties.
- F. Provide bear shed rebates for new **parcel owners and customers** in the service area to contain putrescible waste in a safe manner.
- G. Provide water efficiency rebates to customers for the installation of a high efficiency toilet or washing machine.

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.
- 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**.
- C. Review the allocation of Facility Fees assessed on parcels within the District, including components for operations, capital expenditure and debt service.
- D. Prepare the required **Comprehensive** Annual Financial Report, with an independent auditor opinion, to provide financial position and results of operations to a variety of users and information needs.
- E. Comply with Nevada Revised Statutes, **District policies** and Administrative Code requirement for the budget process, indebtedness reporting, and the annual audit.
- 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.
- 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.
- 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.

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.

- 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.
 - 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.
- 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.
- 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.
- 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.
- 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.

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.

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.
- B. Complete Utility Rate Study to ensure the Utility Fund meets budgetary and fund balance requirements.
- C. Work with CMAR and design consultants to finalize design and begin construction of the Effluent Pond Lining and Pipeline Projects.
- D. Allocate capital expenditures to maintain services **and facilities**.
- 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**.
- F. Create and implement a District Project Manager position in the Engineering Division of Public Works.
- G. Advance the planning of the Community Dog Park.
- H. Complete the design and begin construction of the Mountain Golf Course Path Project.
- I. Complete evaluation of the options and provide a recommended timeline and methodology for the reconstruction of Ski Way.

- J. Develop Comprehensive Capital Plan for IVGID Beach Properties aligning with the Beaches Master Plan.
- K. Execute the Burnt Cedar Swimming Pool Reconstruction Project.
- L. Implement Phase 1 of District-wide security camera project.

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.
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.
- B. Provide informative and timely releases of information to our **parcel owners and customers**.
- C. Ensure that the District is well represented in external agency discussions and collaborative opportunities where there may be an impact to the District.
- 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.
- E. Continue to administer venue and **parcel owner and customer surveys** related to key matters and initiatives.

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.
2. Continue to work with the General Manager's Ordinance 7 Committee and the Board of Trustees to make formal revisions.
3. Update process to administer requests for public records while ensuring compliance with the Nevada Public Records Act.
4. Implement Civic Plus online agenda management and archive system.
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.

IMPLEMENTATION

The annual budget document serves as the Action Plan for implementing the 2021-2023 objectives.

Budget Initiatives

The budget initiatives for the Fiscal Years 2021-2023 are described in conjunction with each Long Range Principle.

Review Process

Implementation of the Strategic Plan requires a process of review, improvement, refinement, and measurement and following is the criteria for successful implementation of the Strategic Plan. It represents the commitment and discipline required to institutionalize the process.

- All employees and Board of Trustees members should receive a copy of the plan or electronic access to the Plan and the Plan should become a regular part of Staff and Board of Trustees meetings/discussions.
- The Strategic Plan becomes the guidepost for the District. When decisions or responses to the **parcel owners, and customers** are needed, the Strategic Plan serves as a strong reference point for decision-making and whether or not new issues or responses are of higher importance than what's been established as existing direction.
- Post a summary or shortened version of the Strategic Plan on the District's website and track results on the website as well. It may also be helpful to print a short summary of the Strategic Plan's progress to distribute to interested partners, **parcel owners, and customers**.
- The District's General Manager and the Senior Management Team will have the responsibility of being the Strategic Plan Managers to ensure successful implementation.
- Regular reporting of the Strategic Plan's progress should occur. Break the Strategic Plan into separate fiscal years and report, one year at a time, as an ongoing annual work plan. Each initiative for the year should include a list of actions that support the goal's completion. Actions are developed prior to each year.

- Provide an update on the Plan's implementation and results on an annual basis.
- Conduct employee meetings on a quarterly or semi-annual basis to review the Strategic Plan's progress and results and report on progress to the Board of Trustees.
- The performance appraisal process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion. Also, performance criteria should be aligned with values of the District such as innovation, teamwork, and accountability.
- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators. (Lagging indicators or outcomes measure past performance; leading indicators or performance drivers assist in establishing future performance.)
- After completion of the first year of the Strategic Plan and baseline results are quantified, targets should be initiated for the measurement system.
- After each year of the Strategic Plan, the employees should review the Strategic Plan's process and re-tool any parts of the process that need improvement. This review should include a "just-in-time review" of the following year's Initiatives to determine if priorities have changed. The review of Initiatives should tie into the budget process.
- Employee meetings should regularly include discussion of strategy. Create a visualization process to emphasize the Strategic Plan's importance and the District's commitment to execution. For example, posting charts on office walls of each year's initiatives, with a check-off column, can provide a visual tracking of initiative completion.

REASSESSMENT

Many external factors, such as the local and national economy, demographic changes, statutory and legislative changes, and climate may affect the environment and thus achievement of strategies. To the extent that external events have long-range impacts, strategies, objectives and actions may need to be adjusted to reflect these changes.

New information about **parcel owner, and customer** needs or results may also require changes to the Strategic Plan. It is desirable to minimize the number of adjustments to long range principles in order to maintain credibility.

However, the District's Board of Trustees expects to conduct interim reviews each year, and more comprehensive strategic planning processes every five years, depending on how quickly conditions change. Performance measure results will be reviewed more frequently than the Strategic Plan.



**GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM**

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