

MEMORANDUM

TO: Board of Trustees

FROM: Trustee Schmitz

SUBJECT: Review, discuss and possibility approve the structure of Board appointed committees. The board is to identify a Trustee to be appointed as the leader for the Golf Committee and identify one Trustee to be appointed as the leader of the Capital Improvement/Investment committee and authorize staff to advertise for at-large committee members for the two committees.

DATE: July 1, 2023

I. RECOMMENDATION

The Board makes a motion to approve the proposed structure of the board committees, assign a Trustee to the Golf Committee and assign a Trustee to the Capital Improvement/Investment Committee and authorize staff to advertise for community at-large members for each committee.

Direct staff to bring back to the board at our meeting on August 9th applicant information for the Board's consideration and appointment to the two committees.

II. BACKGROUND

The District has been utilizing GM committees to provide input to the board on various subjects. They included a golf committee in 2021, an Ordinance 7 committee, which brought their recommendations to the board in 2022, and most recently the dog park committee. While effective in gathering input, the committees have been time-consuming for staff and have taken longer than expected to provide their input to the board. The delays in input to the board have in some cases caused board priority projects to be delayed. To streamline the process, the board is interested in trialing board appointed committees, with compliance with Open Meeting Law for improved transparency and with a Trustee assigned as the Chair of the committee.

The difference between a GM committee and a board committee is that the first is exempt from Open Meeting Law and the Board committees are not. Compliance with open meeting law will allow the public to be informed of

meetings, agendas, materials presented and be able to either attend and provide public comment or view the meetings on-line.

III. FINANCIAL IMPACT AND BUDGET

None.

V. ALTERNATIVES

Revise the attached document as the board sees fit.

VI. COMMENTS

None.

STRUCTURE OF BOARD COMMITTEES

The goal of board appointed committees is to engage and leverage the skills and expertise of community members to assist the board in moving initiatives forward.

Committees shall comprise of up to 4 At-Large community members appointed by the Board of Trustees. The Board appointed Trustee will be the committee chair and formulate meeting agendas and schedule. Should vacancies occur, the Board may solicit applicants and make appointments. Appointments are for up to 2 years, or the board's determined/expected duration of the committee, whichever is less. A committee may be an ongoing committee, or a duration/project specific committee.

All meetings are subject to Open Meeting Law.

At-Large members are to have relevant professional experience for their specific committee.

Responsibilities/Authority – All committees are advisory to the board. The committees shall review all relevant information and make recommendations to the board, in alignment with the strategic plan, any applicable community master plans, and board identified priorities. They are to identify the financial impacts of all of their recommendations, identify how recommendations align with the budget, and if applicable, how they impact the 5-year capital plan.

The board can set timelines and committee goals and expectations. Committee Trustees shall report monthly on the progress of the committee.

Proposed Objectives

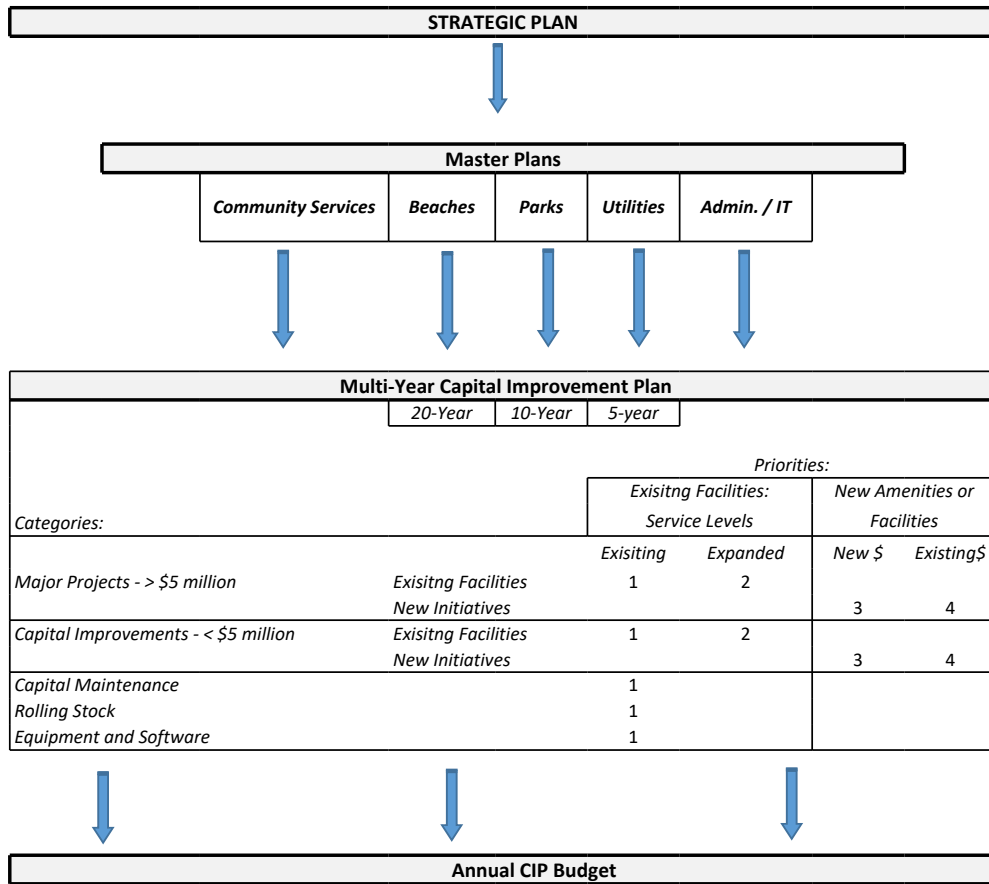
Golf Committee – Discuss and review operational service levels, financial sustainability, formulate community focused recommendations in alignment with board policies and identify necessary capital investments. Identify if any related District policy revisions are needed.

Goal - Formulate a 5-year sustainable plan in alignment with policies that provide fairness and equity to all recreation passholders and protect the future of our District golf courses and driving range.

Capital/Investment Committee - As projects over \$250K are being contemplated, the committee should review and evaluate proposals, provide constructive input to ensure the board's project expectations are being met, ensure the project scope has been properly and completely defined, ensure the benefit to the Community is clear and consistent with District master plans and/or board priorities. Additionally, to ensure ongoing operating costs are considered and included in materials provided to the Board of Trustees for consideration.

Goal – To move projects forward more effectively with clear and complete financial transparency.

MULTI-YEAR CAPITAL PLANNING FLOW CHART



To Include:

- Summary Information
 - by Fund
 - by Function
 - by Venue / Service / Activity
- Schedule of Completion
- Scope / Benefits
- Operating budget impact
- Project Cost
- Funding Source(s)

CAPITAL PROJECT DELIVERY

Authority / Roles / Responsibilities

	CIP Capital Program Review Committee							
Project Phase:	Board of Trustees	General Manager	Project Manager	Venue Manager (Operations)	Finance Director	PW Director	Engineering	Fleet
Definition								
<i>Preparation of Capital Project Data Sheet; approval of Data Sheet constitutes "defined" project.</i>	Receive	Approve	Preapre Capital Project Justification Description, cost, funding, schedule					
Planning								
<i>Developing documents that identify location and function of projects, in relation to other projects and existitng facilities; approval of project plan document means project has been "planned."</i>	1) Define general goals, constraints and direction. 2) Award an execute planning contracts 3) Review and approve final plan.	Ensure plans are coordinated with Multi-year Capital Improvement Plan 1) Approve planning scope 2) Approve RFP's 3) Approve planning method and team	1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Recommend approval of planning contracts 4) Cooridante project with public, staff and GM 5) Review and approve progress reports 6) Make substantive and procedural decisions during planning process. 7) Recommend preferred alternatives and final plans to GM and Board.	Provide input to plannig scope, method, analysis, conclusions and recommendations .			1) Provide input to plannig scope, method, analysis, conclusions and recommendations. 2) Conduct analyses and produce planning documents for review by PM	
Feasibility								

CAPITAL PROJECT DELIVERY

Authority / Roles / Responsibilities

Project Phase:	CIP Capital Program Review Committee							
	Board of Trustees	General Manager	Project Manager	Venue Manager (Operations)	Finance Director	PW Director	Engineering	Fleet
<p><i>process of analyzing the practicality of a project, in terms of capital financing and cost, operating revenue and cost, environmental and permit conditions, and other factors. Acceptance of a feasibility report means the project has been "justified."</i></p>	<p>Ensure feasibility of capital improvement projects prior to design and construction.</p> <p>1) Determined when a feasibility study is needed</p> <p>2) Award and execute consulting contracts.</p> <p>3) Review and accept final "CIP Budget"</p>	<p>1) Review and approve study scope</p> <p>2) Approve RFP on consulting contracts</p> <p>3) Approve sstudy methods and team.</p>	<p>1) Define specific objectives, criteria and scope</p> <p>2) Prepare RFP and solicitation process</p> <p>3) Recommend approval of study contracts</p> <p>5) Review and approve progress reports</p> <p>6) Make substantive and procedural decisions during study process.</p> <p>Approve conclusions and recommendations</p>	<p>Provide input to plannig scope, method, analysis, conclusions and recommendations.</p>	<p>Provide input to plannig scope, method, analysis, conclusions and recommendations.</p>	<p>1) Provide input to plannig scope, method, analysis, conclusions and recommendations.</p> <p>2) Conduct analyses and produce planning documents for review by PM</p>		
<p>Scheduling</p> <p><i>The process of developing an outline identifying the cost, timing and financing of the capital project. All capital project expenditures shall be evaluated through a Multi-Year Capital Improvement Plan and a Long-term Financial Plan and authorized for expenditure through a specific fiscal year's Capital Budget. Inclusion of a project within an approved Multi-Year Capital Improvement Plan means the project has been "scheduled."</i></p>	<p>Prioritization and prudent investment of capital assets.</p> <p>1) Review and approve Multi-Year Capital Improvement Plan</p> <p>2) Approve project amendements and substitutions, according to District purchasing policies.</p>	<p>Validate scheduling in terms of sound financial planning.</p> <p>1) Rview, revise and recommend capital improvement projects to the Board.</p>			<p>Adequacy of identifiable and predictable financing resources.</p> <p>1) Analyze alternative financing schemes and prepare capital financing program coordinated with CIP budgdet and Multi-Year Capital Plan</p>	<p>Acuracy of cost projections and coordination of project scheduling.</p>		

CAPITAL PROJECT DELIVERY
Authority / Roles / Responsibilities

Project Phase:	CIP Capital Program Review Committee							
	Board of Trustees	General Manager	Project Manager	Venue Manager (Operations)	Finance Director	PW Director	Engineering	Fleet
Funding	<p><i>The process by which funds are identified and set aside to underwrite capital costs. Identification of predictable financing resources or inclusion of a project in a multi-project pool of resources means the project has been "funded."</i></p>	<p>Establish availability of appropriate, identifiable predictable financing resources. Increase and decrease funding level.</p>	<p>Approve recommendations for project to proceed and increases in project financing resources beyond levels identified in Capital Project Repot.</p> <p>1) Review updated financial analysis with finance staff for adequate resources and cash flow.</p> <p>2) Approve close-out upon project termination or completion.</p>	<p>Assemble and update project cost estimates.</p>	<p>Administration of project finances. 1) Produce periodic report on capital project financing resources, obligations and expenditures.</p> <p>2) Recommend periodic action to establish, increase, decrease or close-out financing resources.</p> <p>3) Consider impact of capital project on CIP budget and Multi-Year Plan.</p>		<p>Coordinate estimates of project costs for periodic funding report.</p>	
Design / Specifications	<p><i>The process of determining the size, specifications, acquisition/construction methods, and other factors prerequisite to construction or acquisition, including the selection of the designers. Approval of final design means the project has been "designed."</i></p>	<p>General oversight of design and specifications.</p> <p>1) Award and execute design contracts per NRS.</p> <p>2) Accept regulatory permit conditions on projects over \$50,000..</p>	<p>1) Approve design methods and team</p> <p>2) Provide guidance to proejct manager during design.</p> <p>3) Review and approve final design/specs on projects.</p> <p>4) Review and accept regulatory permit conditions.</p>	<p><i>Project Manager:</i></p> <p>Prepare scope of services and requests for proposals for design services. Administer selection process for design team. Prepare design contracts. Recommend for award and execute design contracts. Assemble cost estimates; prepare project budget and budget revisions. Prepare project schedule and schedule revisions. Approve project budget and budget revisions. Approve project schedule and schedule revisions. Establish, execute, and administer arrangements for surveys, analysis, environmental studies, and other forms of technical support. Supervise designers. Establish functional and performance requirements. Coordinate activities of designers with the balance of the technical team, and operating staff. Present major design alternatives and issues. Provide direction to on major design alternatives and issues. Review and approve ongoing design reports and documents. Sign all regulatory permits and permit applications. Review, approve, and correct ongoing design reports and documents, including all technical specifications. Prepare construction contract forms. Assemble and submit regulatory permit applications and coordinate regulatory process. Approve all requests for payment.</p>				
Construction/ Acquisition								

CAPITAL PROJECT DELIVERY

Authority / Roles / Responsibilities

Project Phase:	CIP Capital Program Review Committee							
	Board of Trustees	General Manager	Project Manager	Venue Manager (Operations)	Finance Director	PW Director	Engineering	Fleet
<p><i>The process entails constructing or acquiring a project's assets, including the selection of contractors or vendors. Approval of final payment means the project has been "completed."</i></p>	<p>General oversight of contract awards, major payments and acceptance of capital assets constructed or acquired</p> <p>1) Award and execute construction/acquisition contracts</p> <p>2) Approve change orders cumulatively exceeding 10% of construction contract or \$50,000, whichever is greater</p>	<p>Ensure contracts and request for major payments submitted to the Board for approval meet requirements of CIP budget.</p> <p>1) Approve change orders cumulatively not exceeding 10% of construction contract or \$50,000.</p> <p>2) Upon substantial completion, approve release of retention for construction projects.</p> <p>Accept warranty report.</p>	<p>Detailed Oversight.</p> <p>1) Recommend award and execute construction/acquisition contracts.</p> <p>2) Recommend approval of change orders</p> <p>Recommend release of retention to GM. Recommend approval of final payment</p> <p>Coordinate final contract preparation Establish and administer inspection and testing.</p> <p>Supervise Construction Representative.</p> <p>Serve as District's representative to contractor. Approve all shop drawings Approve requests for equals.</p>	<p><u>Construction Representative:</u> Observe construction and testing Advise PM of deficiencies Notify PM of deviations from plans</p>				

CAPITAL PROJECT DELIVERY

Authority / Roles / Responsibilities

	CIP Capital Program Review Committee							
Project Phase:	<i>Board of Trustees</i>	<i>General Manager</i>	<i>Project Manager</i>	<i>Venue Manager (Operations)</i>	<i>Finance Director</i>	<i>PW Director</i>	<i>Engineering</i>	<i>Fleet</i>
			Approve all certificates of payment. Update construction schedule.	Prepare and execute Notice to Proceed.				
Close-Out								

CAPITAL PROJECT DELIVERY
Authority / Roles / Responsibilities

Project Phase:	CIP Capital Program Review Committee				NEW
	Board of Trustees	General Manager	Project Manager <i>(Change to Department Head or Designee)</i>	Staff <i>(Suggest that a general comment in the document that staff provides support to achieve delivery)</i>	Capital Program Advisory Committee
Definition	<i>Preparation of Capital Project Data Sheet; approval of Data Sheet constitutes "defined" project.</i>				
	Receive project definitions as part of capital Improvement Project Budget submittal	Approve Capital project definitions	Prepare accurate and up-to-date Capital Project Data Sheet		
Planning	<i>Developing documents that identify location and function of projects, in relation to other projects and existing facilities; approval of project plan document means project has been "planned."</i>				
	1) Define general goals, constraints and direction. 2) Award and execute (Will the Board misconstrue this term to mean they should be involved in execution of the project) planning contracts 3) Review and approve final plan. <i>(Are you suggesting that the final PS&E be brought to the Board for approval prior to bidding? Or is this Masterplans?)</i>	Ensure plans are coordinated with Multi-year Capital Improvement Plan 1) Approve planning scope 2) Approve RFP's <i>(I don't think the GM should be responsible for approving all RFP's maybe only significant projects or maybe this is done through the Board memo process as the GM ultimately approves the memos)</i> 3) Approve planning method and team <i>(Again maybe only on significant projects)</i>	1) Approve RFP's 2) Approve planning method and team		
Feasibility	<i>process of analyzing the practicality of a project, in terms of capital financing and cost, operating revenue and cost, environmental and permit conditions, and other factors. Acceptance of a feasibility report means the project has been "justified."</i>				
	Ensure feasibility of capital improvement projects prior to design and construction. 1) Determine when a feasibility study is needed	1) Review and approve study scope 2) Approve RFP on consulting contracts 3) Approve study methods and team. <i>Same as above</i>	Same as above		
	2) Award and execute (Will the Board misconstrue this term to mean they should be involved in execution of the project) consulting contracts. 3) Review and accept <i>(suggest use approve)</i> final "CIP Budget"				
Scheduling	<i>The process of developing an outline identifying the cost, timing and financing of the capital project. All capital project expenditures shall be evaluated through a Multi-Year Capital Improvement Plan and a Long-term Financial Plan and authorized for expenditure through a specific fiscal year's Capital Budget. Inclusion of a project within an approved Multi-Year Capital Improvement Plan means the project has been "scheduled."</i>				

CAPITAL PROJECT DELIVERY

Authority / Roles / Responsibilities

Project Phase:	CIP Capital Program Review Committee				NEW
	Board of Trustees	General Manager	Project Manager <i>(Change to Department Head or Designee)</i>	Staff <i>(Suggest that a general comment in the document that staff provides support to achieve delivery)</i>	Capital Program Advisory Committee
	Prioritization and prudent investment of capital assets. 1) Review and approve Multi-Year Capital Improvement Plan 2) Approve project amendments and substitutions <i>(substitutions are a bit tricky as to what level the Board would need to be involved. Would this be on an "or equal" product?), according to District purchasing policies. (Why would this be in scheduling? Perhaps we should add a Project Phase being scope?)</i>	Validate scheduling in terms of sound financial planning. 1) Review, revise <i>(Eliminate revise)</i> and recommend <i>timing of</i> capital improvement projects to the Board.	1) Provide initial project scheduling for consideration 2) Revise Capital project schedules per GM direction.		

CAPITAL PROJECT DELIVERY
Authority / Roles / Responsibilities

Project Phase:	CIP Capital Program Review Committee				NEW
	Board of Trustees	General Manager	Project Manager (Change to Department Head or Designee)	Staff (Suggest that a general comment in the document that staff provides support to achieve delivery)	Capital Program Advisory Committee
Funding	The process by which funds are identified and set aside to underwrite capital costs. Identification of predictable financing resources or inclusion of a project in a multi-project pool of resources means the project has been "funded."				
	Establish (Suggest us Authorize) availability of appropriate, identifiable predictable financing resources. (Review and approve final CIP budget) (Approve) Increase and decrease (Is Board approval for decrease necessary?) funding level.	Approve recommendations for project to proceed (instead of "to proceed" say funding sources) and increases in project financing resources beyond levels identified in Capital Project Report. (While the GM does approve these items, ultimately the Board approves)	1) Provide project funding recommendations to the GM. 2) Identify additional project funding sources should costs exceed approved levels.		
Design / Specifications	The process of determining the size, specifications, acquisition/construction methods, and other factors prerequisite to construction or acquisition, including the selection of the designers. Approval of final design means the project has been "designed."				
	General oversight (what does General Oversight mean, this might be more appropriate of the GM) of design and specifications. 1) Award and execute (same comment as above regarding the word execute) design contracts per NRS. 2) Accept regulatory permit conditions on projects over \$50,000..	1) Approve design methods and team 2) Provide guidance to project manager during design. 3) Review and approve final design/specs on projects. 4) Review and accept regulatory permit conditions. (To me all this belongs in the Dept Head column, and can be replaced with Provides General oversight of design and specifications)	1) Approve design methods and team 2) Provide guidance to project manager during design. 3) Review and approve final design/specs on projects. 4) Review and accept regulatory permit conditions.		
Construction/ Acquisition	The process entails constructing or acquiring a project's assets, including the selection of contractors or vendors. Approval of final payment means the project has been "completed."				
	General oversight of contract awards, major payments and acceptance of capital assets constructed or acquired	Ensure contracts and request for major payments submitted to the Board for approval meet requirements of CIP budget.			
	1) Award and execute (same comment as above regarding the word execute) construction/acquisition contracts	1) Approve change orders cumulatively not exceeding 10% of construction contract or \$50,000. (Belongs under Department Head and should not be a specific % but that authorized by the Board)	1) Approve change orders cumulatively not exceeding the amount authorized by the Board.		
	2) Approve change orders cumulatively exceeding 10% of construction contract or \$50,000, whichever is greater (Instead say "Approve change orders in excess of previously approved amount")	2) Upon substantial completion, approve release of retention for construction projects. (Belongs under Department Head)	2) Upon substantial completion, approve release of retention for construction projects.		

CAPITAL PROJECT DELIVERY

Authority / Roles / Responsibilities

Project Phase:	CIP Capital Program Review Committee				NEW
	Board of Trustees	General Manager	Project Manager <i>(Change to Department Head or Designee)</i>	Staff <i>(Suggest that a general comment in the document that staff provides support to achieve delivery)</i>	Capital Program Advisory Committee
Close-Out		Accept warranty report.			
	Receive close-out report	Approve close-out report	Responsible for documentation		

CAPITAL PLANNING BUDGETING AND CIP PROJECT REPORTING FRAMEWORK

	GM	Senior Mgmt. / Venue Mgrs	Finance	PW Engineering
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Strategic Plan	x	x		
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Comprehensive Strategic Plan update every two-years - coincides with Board term.
 Adopted: February (odd years)
Bi-annual status report - progress on achieving budgeted initiatives

Master Plan	x	x	x	x
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Major Facility Master Plan documents should be comprehensively updated every **5-7 years**
 Current service levels / unmet needs / potential facility improvement projects / cost
 Consideration of alternative financing strategies
 Master Plan updates
 Project-specific updates: Cost estimates, schedules, funding sources

 Consider more frequent facility (condition) assessment report for major venues/facilities
 Recreation Center
 Chateau / Aspen Grove
 Golf Course Facilities
 Beach Facilities
 Diamond Peak Facilities

Multi-Year Capital Plan	x	x	x	x
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High-level 20 year CIP plan for Major Capital projects and Major Facilities / Venues - update 5-7 years
Develop expanded 10-year Capital Improvement plan for all major infrastructure and capital assets
 with focus on Five-Year Capital Improvement Plan (with identified funding sources)
 Prepare Companion Multi-Year Financing Plan, with identified funding sources / alternative financing strategies.
 By Venue / Fund:
Major Projects - > \$1 million
Capital Improvements - < \$1 million
Capital Maintenance
Rolling Stock
Equipment and Software

Annual CIP Budget	x	x	x	x
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Formal approval of fiscal year Capital Budget, to include:
 Project scope, definition and benefits
 Updated project cost estimates, phases and schedule
 Formal cost estimate / funding authorization for Year 1 of Multi-Year Capital Plan

Quarterly Popular CIP Status Report - Nov. / Feb. / May / Aug.
 Expenditures vs. fiscal year budget (Q1, Q2, Q3, Q4)
 Reflects changes in approved budget (augmentations, reduction, re-allocation)

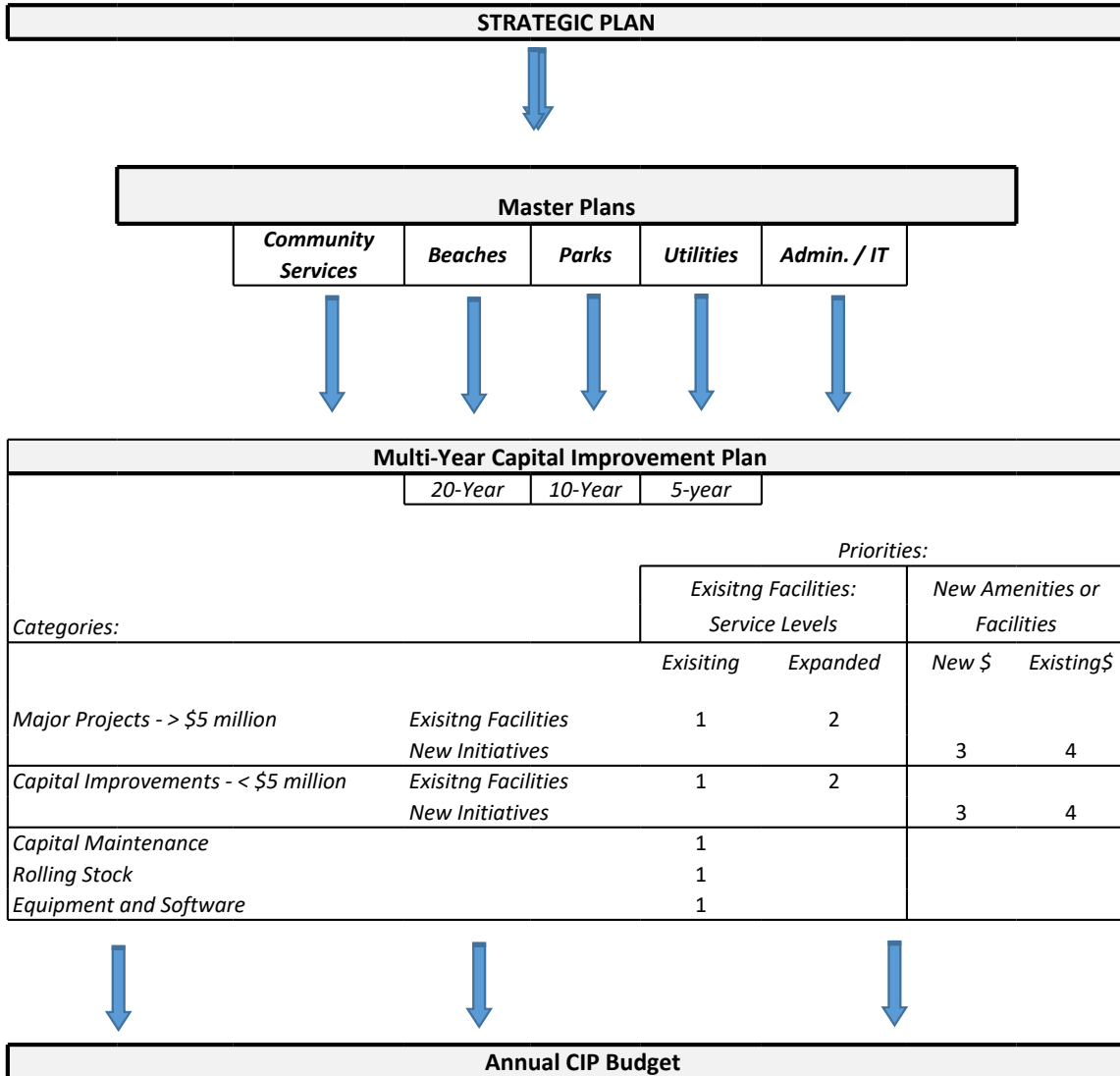
Individual contracts for planning, design, construction /acquisition require subsequent Board approval
 per District Policy and Purchasing procedures.
 Change order authorization to be established with each applicable contract award.

Capital Project Status Report		x	x	x
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Major Projects: Over \$5,00,000 plus Board Priority Projects
 Monthly CIP Project Status Reports (Website, GM Report)
 Detailed project status report covering significant activity
 Progress report - work completed, next steps
 Phase status - project milestones through planning, feasibility, design and construction
 Cost Estimates - Approved; updates
 Project expenditures
 Fiscal year-to-date
 Project-to-date
 Summary of Board actions/approvals
 Planned / scheduled Board actions (upcoming)

Project Close-out Report
 Final project reporting
 Acceptance of capital asset constructed / acquired
 Establishment of capital depreciation schedule, based on final capitalized costs
 Project objective accomplished
 Lessons learned

MULTI-YEAR CAPITAL PLANNING FLOW CHART



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- Summary Information
 - by Fund
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- Operating budget impact
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CAPITAL PROJECT DELIVERY
Authority / Roles / Responsibilities

Project Phase:	CIP Capital Program Review Committee							
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<i>Developing documents that identify location and function of projects, in relation to other projects and exisiting facilities; approval of project plan document means project has been "planned."</i>	1) Define general goals, constraints and direction. 2) Award an execute planning contracts 3) Review and approve final plan.	Ensure plans are coordinated with Multi-year Capital Improvement Plan 1) Approve planning scope 2) Approve RFP's 3) Approve planning method and team	1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Recommend approval of planning contracts 4) Cooridante project with public, staff and GM 5) Review and approve progress reports 6) Make substantive and procedural decisions during planning process. 7) Recommend preferred alternatives and final plans to GM and Board.	Provide input to plannig scope, method, analysis, conclusions and recommendations			1) Provide input to plannig scope, method, analysis, conclusions and recommendations. 2) Conduct analyses and produce planning documents for review by PM	
Feasibility								

CAPITAL PROJECT DELIVERY

Authority / Roles / Responsibilities

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<p><i>process of analyzing the practicality of a project, in terms of capital financing and cost, operating revenue and cost, environmental and permit conditions, and other factors. Acceptance of a feasibility report means the project has been "justified."</i></p>	<p>Ensure feasibility of capital improvement projects prior to design and construction. 1) Determined when a feasibility study is needed 2) Award and execute consulting contracts. 3) Review and accept final "CIP Budget"</p>	<p>1) Review and approve study scope 2) Approve RFP on consulting contracts 3) Approve sstudy methods and team.</p>	<p>1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Recommend approval of study contracts 5) Review and approve progress reports 6) Make substantive and procedural decisions during study process. Approve conclusions and recommendations</p>	<p>Provide input to plannig scope, method, analysis, conclusions and recommendations.</p>	<p>1) Provide input to plannig scope, method, analysis, conclusions and recommendations. 2) Conduct analyses and produce planning documents for review by PM</p>			
<p>Scheduling</p> <p><i>The process of developing an outline identifying the cost, timing and financing of the capital project. All capital project expenditures shall be evaluated through a Multi-Year Capital Improvement Plan and a Long-term Financial Plan and authorized for expenditure through a specific fiscal year's Capital Budget. Inclusion of a project within an approved Multi-Year Capital Improvement Plan means the project has been "scheduled."</i></p>	<p>Prioritization and prudent investment of capital assets. 1) Review and approve Multi-Year Capital Improvement Plan 2) Approve project amendements and substitutions, according to District purchasing policies.</p>	<p>Validate scheduling in terms of sound financial planning. 1) Rview, revise and recommend capital improvement projects to the Board.</p>		<p>Adequacy of identifiable and predictable financing resources. 1) Analyze alternative financing schemes and prepare capital financing program coordinated with CIP budgdet and Multi-Year Capital Plan</p>		<p>Acuracy of cost projections and coordination of project scheduling.</p>		

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Design / Specifications								
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Construction/ Acquisition								

CAPITAL PROJECT DELIVERY

Authority / Roles / Responsibilities

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CAPITAL PROJECT DELIVERY

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	CIP Capital Program Review Committee							
Project Phase:	<i>Board of Trustees</i>	<i>General Manager</i>	<i>Project Manager</i>	<i>Venue Manager (Operations)</i>	<i>Finance Director</i>	<i>PW Director</i>	<i>Engineering</i>	<i>Fleet</i>
			Approve all certificates of payment. Update construction schedule.	Prepare and execute Notice to Proceed.				
Close-Out								

CAPITAL PROJECT DELIVERY
 Authority / Roles / Responsibilities
 Board Policy 12.1.0

Project Phase:	CIP Capital Program Review Committee				
	Board of Trustees	General Manager	Department Head	Project Manager	Staff
Definition	<i>Process of developing a document which describes a specific project, in terms of location, function, cost, and other parameters.</i>				
	Receive project definitions as part of capital improvement project budget submittal	Approve Capital project definitions		Prepare initial Capital Project Data Sheet.	
Feasibility	<i>Process of analyzing the practicality of a project, in terms of capital financing and cost, operating revenue and cost, environmental and permit conditions, and other factors.</i>				
	Ensure feasibility of capital improvement projects prior to design and construction. 1) Determine when a feasibility study is needed 2) Award and execute consulting contracts exceeding GM procurement authority. 3) Review and accept final "CIP Budget"	1) Review and approve study scope 2) Authorize consultant contracts within GM procurement authority	1) Approve RFP on consulting contracts 2) Approve study methods and team	1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Recommend approval of study contracts	
Planning / Scheduling	<i>Developing documents that identify location and function of projects, in relation to other projects and existing facilities, as well as identifying the cost, timing and financing of the capital project.</i>				
	1) Define general goals, constraints and direction. 2) Award and execute planning contracts exceeding GM procurement authority 3) Review and approve Multi-Year Capital Improvement Plan 4) Approve project amendments and substitutions, according to District purchasing policies.	Ensure plans are coordinated with Multi-year Capital Improvement Plan 1) Approve planning scope 2) Authorize planning contracts within GM procurement authority 3) Validate scheduling in terms of sound financial planning. 4) Review, and revise recommended capital improvement projects to the Board.	1) Approve RFP's 2) Approve planning methods and team 3) Recommend capital improvement projects to the GM 4) Recommend approval of planning contracts 5) Review and approve progress reports 6) Recommend preferred alternatives and final plans to GM and Board	1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Coordinate project with public, staff and GM 4) Prepare progress reports 5) Make substantive and procedural decisions during the planning process 6) Recommend preferred alternatives and final plans to Department Head 7) Analyze alternative financing methodologies and prepare capital financing program coordinated with CIP budget and Multi-Year Capital Plan	
Funding	<i>The process by which funds are identified to support capital project costs.</i>				
	Establish availability of appropriate, identifiable predictable financing resources. 1) Approve annual Capital Improvement Project Budget	Approve recommendations for project to proceed and increases in project financing resources beyond levels identified in Capital Project Report.	1) Review recommended actions to establish, increase, decrease or close-out financing resources. 2) Review impact of capital project on CIP budget and Multi-Year Plan.	Administration of project finances. 1) Produce periodic report on capital project financing resources, obligations and expenditures. 2) Recommend periodic action to establish, increase, decrease or close-out financing resources. 3) Consider impact of capital project on CIP budget and Multi-Year Plan.	
Design / Specifications	<i>The process of determining the size, specifications, acquisition/construction methods, and other factors prerequisite to construction or acquisition, including the selection of the designers.</i>				

NEW
Capital Program Advisory Committee

CAPITAL PROJECT DELIVERY
Authority / Roles / Responsibilities
Board Policy 12.1.0

Project Phase:	CIP Capital Program Review Committee					NEW
	Board of Trustees	General Manager	Department Head	Project Manager	Staff	Capital Program Advisory Committee
	General oversight of design. 1) Award and execute design contracts exceeding GM procurement authority. 2) Accept regulatory permit conditions on projects over \$50,000.	1) Award and execute design contracts within GM procurement authority. 2) Review and accept regulatory permit conditions under \$50,000.	1) Approve design methods and team 2) Provide guidance to project manager during design. 3) Review and approve final design/specs on projects. 4) Provide direction on major design alternatives and issues.	1) Prepare scope of services and requests for proposals for design services, and administer selection process for design team. 2) Prepare design contracts; recommend for award and execute design contracts. 3) Assemble cost estimates; prepare project budget and budget revisions; prepare project schedule and schedule revisions. 4) Coordinate activities of designers with the balance of the technical team, and operating staff. 5) Present major design alternatives and issues. 6) Assemble and submit regulatory permit applications and coordinate regulatory process. 7) Approve all requests for payment.		
Construction/ Acquisition	<i>The process entails constructing or acquiring a project's assets, including the selection of contractors or vendors. A project is deemed "completed" upon approval of final payment and acceptance of the project by the District.</i>					
	General oversight of contract awards, major payments and acceptance of capital assets constructed or acquired 1) Award and execute construction/acquisition contracts in excess of GM authority 2) Approve change orders authority designated to staff. 3) Approve amendments (increase and decrease) to Capital Improvement Project budgets, including re-allocation of available resources among projects.	Ensure contracts and request for major payments submitted to the Board for approval meet requirements of CIP budget.	1) Approve change orders within authority limitations. 2) Upon substantial completion, approve release of retention for construction projects.	1) Recommend award and execute construction/acquisition contracts. 2) Recommend approval of change orders 3) Recommend release of retention to GM. 4) Recommend approval of final payment. 5) Coordinate final contract preparation 6) Establish and administer inspection and testing. 7) Supervise Construction or Construction Representative. 8) Serve as District's representative to contractor. 9) Approve all shop drawings; 10) Approve all requests for equals; 11) Approve all certificates of payment.		
Close-Out	1) Formal acceptance of capital projects exceeding GM procurement authority.	1) Formal acceptance of capital projects within GM procurement authority. 2) Recommend formal project acceptance to BOT for projects exceeding GM procurement authority.	1) Review recommendation for project acceptance. 2) Authorize final payment, including retention amounts 3) Review and approve project close-out report.	1) Ensure all project deliverables have been met and documented. 2) Recommend "acceptance" of project 3) Finalize file with all project documents and required approvals 4) Complete capital project close-out checklist and prepare project close-out report.		

CAPITAL PLANNING BUDGETING AND CIP PROJECT REPORTING FRAMEWORK

	GM	Senior Mgmt. / Venue Mgrs	Finance	PW Engineering
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Strategic Plan	x	x		
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*Comprehensive Strategic Plan update **every two-years** - coincides with Board term.*

Adopted: February (odd years)

***Bi-annual status report** - progress on achieving budgeted initiatives*

Master Plan	x	x	x	x
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Major Facility Master Plan documents should be comprehensively updated every **5-7 years**

Current service levels / unmet needs / potential facility improvement projects / cost

Consideration of alternative financing strategies

Master Plan updates

Project-specific updates: Cost estimates, schedules, funding sources

Consider more frequent facility (condition) assessment report for major venues/facilities

Recreation Center

Chateau / Aspen Grove

Golf Course Facilities

Beach Facilities

Diamond Peak Facilities

Multi-Year Capital Plan	x	x	x	x
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High-level 20 year CIP plan for Major Capital projects and Major Facilities / Venues - update 5-7 years

Develop expanded 10-year Capital Improvement plan for all major infrastructure and capital assets

with focus on Five-Year Capital Improvement Plan (with identified funding sources)

Prepare Companion Multi-Year Financing Plan, with identified funding sources / alternative financing strategies.

By Venue / Fund:

Major Projects - > \$5 million

Capital Improvements - < \$5 million

Capital Maintenance

Rolling Stock

Equipment and Software

CAPITAL PLANNING BUDGETING AND CIP PROJECT REPORTING FRAMEWORK

	GM	Senior Mgmt. / Venue Mgrs	Finance	PW Engineering
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Annual CIP Budget	x	x	x	x
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Formal approval of fiscal year Capital Budget, to include:

- Project scope, definition and benefits
- Updated project cost estimates, phases and schedule
- Formal cost estimate / funding authorization for Year 1 of Multi-Year Capital Plan

Quarterly Popular CIP Status Report - Nov. / Feb. / May / Aug.

- Expenditures vs. fiscal year budget (Q1, Q2, Q3, Q4)
- Reflects changes in approved budget (augmentations, reduction, re-allocation)

Individual contracts for planning, design, construction /acquisition require subsequent Board approval

- per District Policy and Purchasing procedures.
- Change order authorization to be established with each applicable contract award.

Capital Project Status Report		x	x	x
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Major Projects: Over \$5,00,000 plus Board Priority Projects

- Monthly CIP Project Status Reports (Website, GM Report)
- Detailed project status report covering significant activity
 - Progress report - work completed, next steps
 - Phase status - project milestones through planning, feasibility, design and construction
 - Cost Estimates - Approved; updates
 - Project expenditures
 - Fiscal year-to-date
 - Project-to-date
 - Summary of Board actions/approvals
 - Planned / scheduled Board actions (upcoming)

Project Close-out Report

- Final project reporting
- Acceptance of capital asset constructed / acquired
- Establishment of capital depreciation schedule, based on final capitalized costs
- Project objective accomplished
- Lessons learned

		CIP Capital Program Review Committee				New
Project Phase	Board of Trustees	General Manager	Department Director	Project Manager	Staff	Capital Program Advisory Committee
Definition	<i>Process of developing a document which describes a specific project, in terms of location, function, cost, and other parameters.</i>					
	Receive project definitions as part of capital Improvement Project Budget submittal	Approve Capital project definitions		Prepare initial Capital Project Data Sheet.		
Feasibility	<i>Process of analyzing the practicality of a project, in terms of capital financing and cost, operating revenue and cost, environmental and permit conditions, and other factors.</i>					
	Ensure feasibility of capital improvement projects prior to design and construction. 1) Determine when a feasibility study is needed 2) Award and execute consulting contracts exceeding GM procurement authority. 3) Review and accept final "CIP Budget"	1) Review and approve study scope 2) Authorize consultant contracts within GM procurement authority	1) Approve RFP on consulting contracts 2) Approve study methods and team	1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Recommend approval of study contracts		
Planning / Scheduling	<i>Developing documents that identify location and function of projects, in relation to other projects and existing facilities, as well as identifying the cost, timing and financing of the capital project.</i>					
	1) Define general goals, constraints and direction. 2) Award and execute planning contracts exceeding GM procurement authority 3) Review and approve Multi-Year Capital Improvement Plan 4) Approve project amendments and substitutions, according to District purchasing policies.	Ensure plans are coordinated with Multi-year Capital Improvement Plan 1) Approve planning scope 2) Authorize planning contracts within GM procurement authority 3) Validate scheduling in terms of sound financial planning. 4) Review, and revise recommended capital improvement projects to the Board.	1) Approve RFP's 2) Approve planning methods and team 3) Recommend capital improvement projects to the GM 4) Recommend approval of planning contracts 5) Review and approve progress reports 6) Recommend preferred alternatives and final plans to GM and Board	1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Coordinate project with public, staff and GM 4) Prepare progress reports 5) Make substantive and procedural decisions during the planning process 6) Recommend preferred alternatives and final plans to Department Head 7) Analyze alternative financing methodologies and prepare capital financing program coordinated with CIP budget and Multi-Year Capital Plan		

Funding	<i>The process by which funds are identified to support capital project costs.</i>					
	<p>Establish availability of appropriate, identifiable predictable financing resources. 1) Approve annual Capital Improvement Project Budget</p>	<p>Approve recommendations for project to proceed and increases in project financing resources beyond levels identified in Capital Project Report.</p>	<p>1) Review recommended actions to establish, increase, decrease or close-out financing resources. 2) Review impact of capital project on CIP budget and Multi-Year Plan.</p>	<p>Administration of project finances. 1) Produce periodic report on capital project financing resources, obligations and expenditures. 2) Recommend periodic action to establish, increase, decreased or close-out financing resources. 3) Consider impact of capital project on CIP budget and Multi-Year Plan.</p>		
Design / Specifications	<i>The process of determining the size, specifications, acquisition/construction methods, and other factors prerequisite to construction or acquisition, including the selection of the designers.</i>					
	<p>General oversight of design and specifications. 1) Award and execute design contracts exceeding GM procurement authority. 2) Accept regulatory permit conditions on projects over \$50,000.</p>	<p>1) Award and execute design contracts within GM procurement authority. 2) Review and accept regulatory permit conditions under \$50,000.</p>	<p>1) Approve design methods and team 2) Provide guidance to project manager during design. 3) Review and approve final design/specs on projects. 4) Provide direction to on major design alternatives and issues.</p>	<p>1) Prepare scope of services and requests for proposals for design services, and administer selection process for design team. 2) Prepare design contracts; recommend for award and execute design contracts. 3) Assemble cost estimates; prepare project budget and budget revisions; prepare project schedule and schedule revisions. 4) Coordinate activities of designers with the balance of the technical team, and operating staff. 5) Present major design alternatives and issues. Provide direction to on major design alternatives and issues. 6) Assemble and submit regulatory permit applications and coordinate regulatory process. 7) Approve all requests for payment.</p>		

Construction / Acquisition	<i>The process entails constructing or acquiring a project's assets, including the selection of contractors or vendors. A project is deemed "completed" upon approval of final payment and acceptance of the project by the District.</i>					
	<p>General oversight of contract awards, major payments and acceptance of capital assets constructed or acquired</p> <ol style="list-style-type: none"> 1) Award and execute construction/acquisition contracts in excess of GM authority 2) Approve change orders authority designated to staff. 3) Approve amendments (increase and decrease) to Capital Improvement Project budgets, including re-allocation of available resources among projects. 	<p>Ensure contracts and request for major payments submitted to the Board for approval meet requirements of CIP budget.</p>	<ol style="list-style-type: none"> 1) Approve change orders within authority limitations. 2) Upon substantial completion, approve release of retention for construction projects. 	<ol style="list-style-type: none"> 1) Recommend award and execute construction/acquisition contracts. 2) Recommend approval of change orders 3) Recommend release of retention to GM. 4) Recommend approval of final payment. 5) Coordinate final contract preparation 6) Establish and administer inspection and testing. 7) Supervise Construction Representative. 8) Serve as District's representative to contractor. 9) Approve all shop drawings; 10) approval all requests for equals; 11) approve all certificates of payment. 		
Close-Out						
	<ol style="list-style-type: none"> 1) Formal acceptance of capital projects exceeding GM procurement authority. 	<ol style="list-style-type: none"> 1) Formal acceptance of capital projects within GM procurement authority. 2) Recommend formal project acceptance to BOT for projects exceeding GM procurement authority. 	<ol style="list-style-type: none"> 1) Review recommendation for project acceptance. 2) Authorize final payment, including retention amounts 3) Review and approve project close-out report. 	<ol style="list-style-type: none"> 1) Ensure all project deliverables have been met and documented. 2) Recommend "acceptance" of project 3) Authorize final payment, including retention amounts 4) Finalize file with all project documents and required approvals 5) Complete capital project close-out checklist and prepare project close-out report. 		

MEMORANDUM

TO: Board of Trustees

THROUGH: Indra S. Winqest
General Manager

FROM: Paul Navazio
Director of Finance

SUBJECT: Final report - Assessment of Board Policies and Practices related to Multi-Year Capital Planning, Capital Budgeting and Capital Expenditures prepared by Moss Adams, LLC representative Stephen Bacchetti (Requesting Staff Member: District General Manager Indra Winqest)

STRATEGIC

PLAN REFERENCE(S): Long Range Principle #2 Finance

DATE: January 12, 2022

I. ACTION, IF ANY, REQUIRED

There is no action required by the Board of Trustees as this is a report item that provides, in a publicly noticed meeting, the final report regarding the District's capital planning policies and procedures prepared by Moss Adams, LLC and presented by Moss Adams LLC representative Stephen Bacchetti. Mr. Bacchetti will be present in order to answer any questions that the Board of Trustees may have.

II. BACKGROUND

The Board of Trustees and District management have prioritized the review and update of Board Policies and Practices, to include policy framework for fiscal administration, budgeting, contract management and capital project planning and delivery. The current budget included funding specifically to engage consultants, as needed, to support this effort.

As part of the initiative, the General Manager executed a professional services contract with Moss Adams, LLP, for an amount not-to-exceed \$40,000. Moss

Adams, LLP was engaged to specifically review and provide recommendations related to:

- Board Policy 12.1 – Multi-Year Capital Planning
- Board Policy 13.1 – Capital Project Budgeting
- Board Practice 13.2 – Capital Expenditures

In addition, the scope of services provided for Moss Adams to also review and provide feedback on management's draft updates to:

- Board Policy 8.1.0 – Capitalization Thresholds
- Board Policy 9.1.0 – Useful Life of Capital Assets
- Board Practice 2.9.0 – Useful Life of Capital Assets

The recommendations included in this report will assist the District in identifying opportunities to improve policies and practices capital program planning, budgeting, project delivery and reporting. *(A preliminary draft update of applicable Board policies and practices is included as an attachment to this agenda item).*

The report prepared by Moss Adams, LLC includes specific findings and recommendations informed by industry best practices, to include:

- Government Finance Officers' (GFOA) Best Practices
- Roles and Responsibilities
- Master Planning and Budgeting
- Advisory Committee
- Capital Project Status Reporting

Attachment:

- 1) IVGID Board Policies and Practices Assessment, prepared by Moss Adams, LLC, dated October 28, 2021
- 2) Scope of Services, amended August 13, 2021
- 3) DRAFT Update of Board Policies and Practices (prepared by Management)
 - a. Capital Planning and Budgeting Flow Chart
 - b. Capital Planning, Budgeting and Project Delivery Reporting Matrix
 - c. Capital Planning Roles and Responsibilities Matrix
 - d. DRAFT UPDATE – New Board Policy 12.1.0
Replaces Board Policy 12.1, 13.1.0 and Board Practice 13.2.0
- 4) Current Board Policies and Practices:
 - a. Board Policy 12.1 – Multi-Year Capital Planning
 - b. Board Policy 13.1 – Capital Project Budgeting
 - c. Board Practice 13.2 – Capital Expenditures

Moss Adams Report – Next Steps

Capital Planning (Policy 12.1.0)
Capital Budgeting (Policy 13.1.0)
Capital Expenditures (Practice 13.2.0)

Board of Trustees

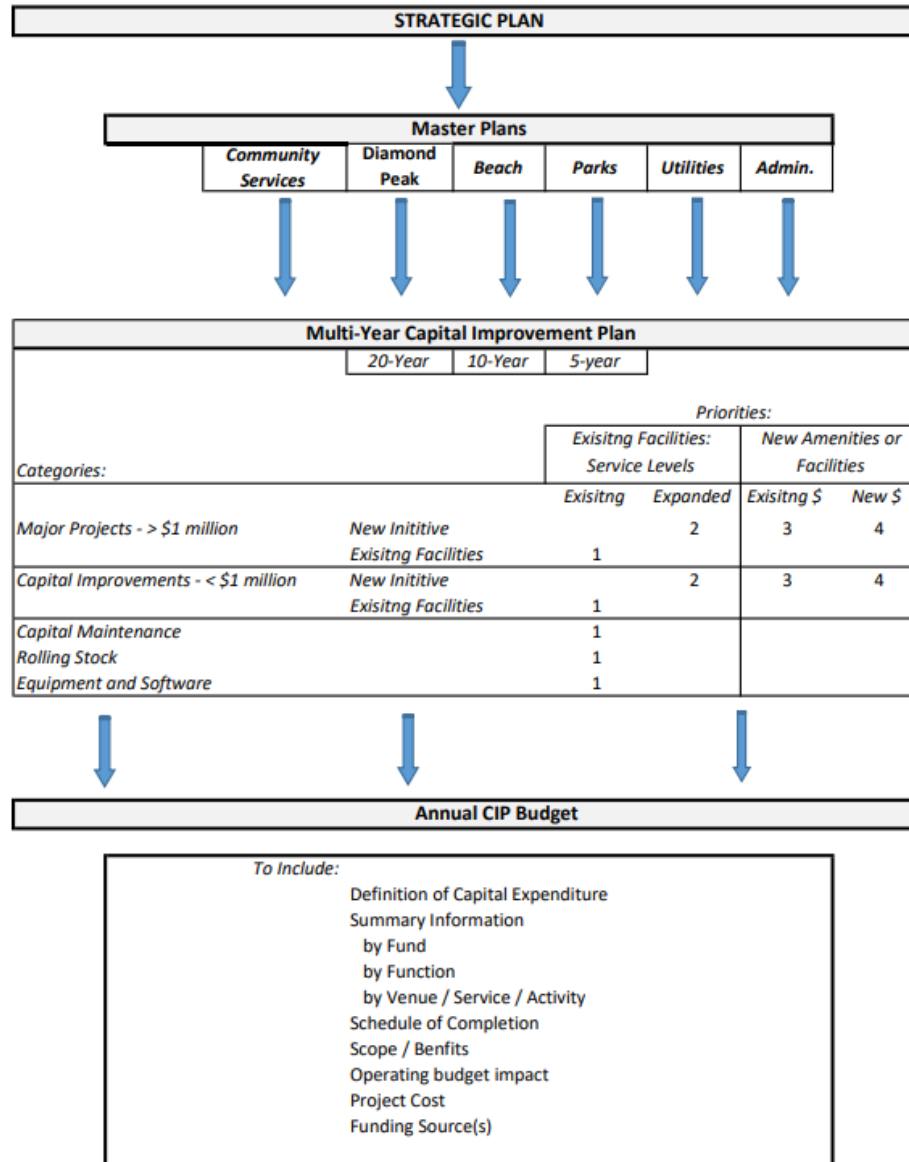
January 12, 2022



Report Recommendations – Area of Focus

- Alignment of Processes Supporting Strategic Planning, Capital Planning and Capital Budgeting
- Clarification of Roles and Responsibilities
 - Capital Program Advisory Committee (New)
- Improve and Formalize Reporting:
 - Capital Program, Capital Budget and Capital Project
- Review of Draft Capitalization Policy (Board Policy 8.1.0)

MULTI-YEAR CAPITAL PLANNING FLOW CHART



CAPITAL PROJECT DELIVERY

*Authority / Roles / Responsibilities
Per CURRENT Board Practice (13.2.0)*

Project Phase:	CIP Capital Program Review Committee				NEW Capital Program Advisory Committee
	Board of Trustees	General Manager	Project Manager	Staff	
Definition	<i>Preparation of Capital Project Data Sheet; approval of Data Sheet constitutes "defined" project.</i>				
	Receive project definitions as part of capital Improvement Project Vudget submittal	Approve Capital project definitions	Prepare accurate and up-to-date Capital Project Data Sheet		
Planning	<i>Developing documents that identify location and function of projects, in relation to other projects and existng facilities; approval of project plan document means project has been "planned."</i>				
	1) Define general goals, constraints and direction. 2) Award and execute planning contracts 3) Review and approve final plan.	Ensure plans are coordinated with Multi-year Capital Improvement Plan 1) Approve planning scope 2) Approve RFP's 3) Approve planning method and team	1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Recommend approval of planning contracts 4) Coordinate project with public, staff and GM 5) Review and approve progress reports 6) Make substantive and procedural decisions during the planning process 7) Recommend preferred alternatives and final plans to GM and Board		
Feasibility	<i>process of analyzing the practicality of a project, in terms of capital financing and cost, operating revenue and cost, environmental and permit conditions, and other factors. Acceptance of a feasibility report means the project has been "justified."</i>				
	Ensure feasibility of capital improvement projects prior to design and construction. 1) Determine when a feasibility study is needed 2) Award and execute consulting contracts. 3) Review and accept final "CIP Budget"	1) Review and approve study scope 2) Approve RFP on consulting contracts 3) Approve study methods and team.	1) Define specific objectives, criteria and scope 2) Prepare RFP and solicitation process 3) Recommend approval of study contracts		
Scheduling	<i>The process of developing an outline identifying the cost, timing and financing of the capital project. All capital project expenditures shall be evaluated through a Multi-Year Capital Improvement Plan and a Long-term Financial Plan and authorized for expenditure through a specific fiscal year's Capital Budget. Inclusion of a project within an approved Multi-Year Capital Improvement Plan means the project has been "scheduled."</i>				
	Prioritization and prudent investment of capital assets. 1) Review and approve Multi-Year Capital Improvement Plan 2) Approve project amendements and substitutions, according to District purchasing policies.	Validate scheduling in terms of sound financial planning. 1) Review, revise and recommend capital improvement projects to the Board.	Adequacy of identifiable and predictable financing resources. 1) Analyze alternative financing schemes and prepare capital financing program coordinated with CIP budgdet and Multi-Year Capital Plan		

CAPITAL PROJECT DELIVERY

*Authority / Roles / Responsibilities
Per CURRENT Board Practice (13.2.0)*

Project Phase:	CIP Capital Program Review Committee			NEW Capital Program Advisory Committee
	Board of Trustees	General Manager	Project Manager	
Funding	<p><i>The process by which funds are identified and set aside to underwrite capital costs. Identification of predictable financing resources or inclusion of a project in a multi-project pool of resources means the project has been "funded."</i></p>			
	<p>Establish availability of appropriate, identifiable predictable financing resources. (Approve) Increase and decrease funding level.</p>	<p>Approve recommendations for project to proceed and increases in project financing resources beyond levels identified in Capital Project Report.</p>	<p>Administration of project finances. 1) Produce periodic report on capital project financing resources, obligations and expenditures. 2) Recommend periodic action to establish, increase, decrease or close-out financing resources. 3) Consider impact of capital project on CIP budget and Multi-Year Plan.</p>	
Design / Specifications	<p><i>The process of determining the size, specifications, acquisition/construction methods, and other factors prerequisite to construction or acquisition, including the selection of the designers. Approval of final design means the project has been "designed."</i></p>			
	<p>General oversight of design and specifications. 1) Award and execute design contracts per NRS. 2) Accept regulatory permit conditions on projects over \$50,000..</p>	<p>1) Approve design methods and team 2) Provide guidance to project manager during design. 3) Review and approve final design/specs on projects. 4) Review and accept regulatory permit conditions.</p>	<p>Prepare scope of services and requests for proposals for design services. Administer selection process for design team. Prepare design contracts. Recommend for award and execute design contracts. Assemble cost estimates; prepare project budget and budget revisions. Prepare project schedule and schedule revisions. Approve project budget and budget revisions. Approve project schedule and schedule revisions. Establish, execute, and administer arrangements for surveys, analysis, environmental studies, and other forms of technical support. Supervise designers. Establish functional and performance requirements. Coordinate activities of designers with the balance of the technical team, and operating staff. Present major design alternatives and issues. Provide direction to on major design alternatives and issues. Review and approve ongoing design reports and documents. Sign all regulatory permits and permit applications. Review, approve, and correct ongoing design reports and documents, including all technical specifications. Prepare construction contract forms. Assemble and submit regulatory permit applications and coordinate regulatory process. Approve all requests for payment.</p>	

CAPITAL PROJECT DELIVERY

*Authority / Roles / Responsibilities
Per CURRENT Board Practice (13.2.0)*

Project Phase:	CIP Capital Program Review Committee				NEW Capital Program Advisory Committee
	Board of Trustees	General Manager	Project Manager	Staff	
Construction/ Acquisition	<i>The process entails constructing or acquiring a project's assets, including the selection of contractors or vendors. Approval of final payment means the project has been "completed."</i>				
	General oversight of contract awards, major payments and acceptance of capital assets constructed or acquired	Ensure contracts and request for major payments submitted to the Board for approval meet requirements of CIP budget.	1) Recommend award and execute construction/acquisition contracts. 2) Recommend approval of change orders 3) Recommend release of retention to GM. 4) Recommend approval of final payment. 5) Coordinate final contract preparation 6) Establish and administer inspection and testing. 7) Supervise Construction Representative. 8) Serve as District's representative to contractor. 9) Approve all shop drawings; 10) approval all requests for equals; 11) approve all certificates of payment.		
	1) Award and execute construction/acquisition contracts	1) Approve change orders cumulatively not exceeding 10% of construction contract or \$50,000.			
	2) Approve change orders cumulatively exceeding 10% of construction contract or \$50,000, whichever is greater	2) Upon substantial completion, approve release of retention for construction projects. 3) Accept warranty report			
Close-Out					

DRAFT CAPITAL PLANNING, BUDGETING AND CIP PROJECT REPORTING FRAMEWORK

	GM	Senior Mgmt.	Finance	PW / Engineering
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Strategic Plan	x	x		
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Comprehensive Strategic Plan update every two-years - coincides with Board term.

Adopted: February (odd years)

Bi-annual status report - progress on achieving budgeted initiatives

July / August

Jan. / Feb.

Master Plan	x	x	x	x
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Major Facility Master Plan documents should be comprehensively updated every ___ years
 Current service levels / unmet needs / potential facility improvement projects / cost
 Consideration of alternative financing strategies

Master Plan updates

Project-specific updates: Cost estimates, schedules, funding sources

Consider more frequent facility (condition) assessment report for major venues/facilities

Recreation Center

Chateau / Aspen Grove

Golf Course Facilities

Beach Facilities

Diamond Peak Facilities

Multi-Year Capital Plan	x	x	x	x
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High-level 20 year CIP plan for Major Capital projects and Major Facilities / Venues

Develop expanded 10-year Capital Improvement plan for all major infrastructure and capital assets
 with focus on Five-Year Capital Improvement Plan (with identified funding sources)

Prepare Companion Multi-Year Financing Plan, with identified funding sources / financing strategies.

By Venue / Fund:

Major Projects - > \$1 million

Capital Improvements - < \$1 million

Capital Maintenance

Rolling Stock

Equipment and Software

DRAFT CAPITAL PLANNING, BUDGETING AND CIP PROJECT REPORTING FRAMEWORK

	GM	Senior Mgmt.	Finance	PW / Engineering
Annual CIP Budget	x	x	x	x

Formal approval of fiscal year Capital Budget, to include:
 Project scope, definition and benefits
 Updated project cost estimates, phases and schedule
 Formal cost estimate / funding authorization for Year 1 of Multi-Year Capital Plan

Quarterly Popular CIP Status Report - Nov. / Feb. / May / Aug.
 Expenditures vs. fiscal year budget (Q1, Q2, Q3, Q4)
 Reflects changes in approved budget (augmentations, reduction, re-allocation)

Individual contracts for planning, design, construction / acquisition require subsequent
 Board approval per District Policy and Purchasing procedures.
 Change order authorization to be established with each applicable contract award.

Capital Project Status Report	x	x	x	x
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Major Projects: Over \$1,00,000 PLUS Board Priority Projects
 Monthly CIP Project Status Reports
 Detailed project status report covering significant activity
 Progress report - work completed, next steps
 Phase status - project milestones through planning, feasibility, design and construction
 Cost Estimates - Approved; updates
 Project expenditures
 Fiscal year-to-date
 Project-to-date
 Summary of Board actions/approvals
 Planned / scheduled Board actions (upcoming)

Project Close-out Report	x	x	x	x
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Final project reporting
 Acceptance of capital asset constructed / acquired
 Establishment of capital depreciation schedule, based on final capitalized costs
 Project objective accomplished
 Lessons learned

Review of Capitalization Policy (8.1.0)

- Staff has incorporated recommendations contained in the report relative to Capitalization Policy
- Board of Trustees was presented draft policy at December Budget Workshop with feedback incorporated in revised draft
- Proposed update of District's Capitalization Policy is on tonight's Board agenda for possible action (see Item G.3.)



Capital Planning Multi-Year Capital Planning Policy 12.1.0

POLICY. The District will prepare and adopt comprehensive multi-year capital plans to ensure effective management of capital assets. A prudent multi-year capital plan identifies and prioritizes expected needs based on a community's strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs. The capital plan should cover a period of at least five years, preferably ten or more.

1.0 Identify needs. The first step in the District's capital planning is identifying needs. The District has a commitment to the maintenance of its existing infrastructure. The District's Multi-Year Capital Plan will use information including development projections, strategic plans, comprehensive plans, facility master plans, regional plans, and citizen input processes to identify present and future service needs that require capital infrastructure or equipment. In this process, attention will be given to:

- 1.1 Capital assets that require repair, maintenance, or replacement that, if not addressed, will result in higher costs in future years.
- 1.2 Infrastructure improvements needed to support new development or redevelopment.
- 1.3 Projects with revenue-generating potential.
- 1.4 Improvements that support economic development.
- 1.5 Changes in policy or community needs.

2.0 Determine costs. The full extent of project costs should be determined when developing the multi-year capital plan. Cost issues to consider include the following:

- 2.1 The scope and timing of a planned project should be well defined in the early stages of the planning process.
- 2.2 The District should identify and use the most appropriate approaches, including outside assistance, when estimating project costs and potential revenues.



Capital Planning Multi-Year Capital Planning Policy 12.1.0

- 2.3 For projects programmed beyond the first year of the plan, the District should consider cost projections based on anticipated inflation.
 - 2.4 The ongoing operating costs associated with each project should be quantified, and the sources of funding for those costs should be identified.
 - 2.5 A clear estimate of all major components required to implement a project should be outlined, including land acquisition needs, pre-design, design, and construction or acquisition, contingency and post-construction costs.
 - 2.6 Recognize the non-financial impacts of the project (e.g., environmental) on the community.
- 3.0 Prioritize capital requests.** The District continually faces extensive capital needs and limited financial resources. Therefore, prioritizing capital project requests is a critical step in the capital plan preparation process. When evaluating projects the District will:
- 3.1 Categorize each submittal under Project Types:
 - 3.1.1 Major Projects
 - A non-recurring project with scope and management complexity with a project budget greater than \$1,000,000 and a 25-year minimum asset life.
 - 3.1.1.1 New Initiatives
 - A project that creates a new amenity or significantly expands an existing facility with new programming, operations or capacities.
 - 3.1.1.2 Existing Facilities
 - A project that maintains, renews, and re-invests in existing facilities without significantly adding new programming, operations or capacities.



Capital Planning

Multi-Year Capital Planning

Policy 12.1.0

3.1.2 Capital Improvement

- A non-recurring project with some scope and management complexity with a project budget generally less than \$1,000,000.

3.1.2.1 New Initiatives

3.1.2.2 Existing Facilities

3.1.3 Capital Maintenance

- A generally recurring project at an existing facility with limited scope and management complexity and a project budget less than \$1,000,000.

3.1.4 Rolling Stock

- On-going projects for the replacement of vehicles, heavy and light duty wheeled and tracked machinery, tractors, mowers, trailers, etc.

3.1.5 Equipment & Software

- On-going replacement of non-rolling stock and non-building system equipment (kitchen, ski rental, uniforms, furniture, serviceware, etc.), information technology hardware and software.

3.2 Prioritize Projects under these criteria:

3.2.1 Priority 1 are projects that address Existing Facilities or replace existing assets via Capital Maintenance, Rolling Stock, or Equipment & Software projects that have reached or are near the end of useful life and are necessary to meet existing programming, operations, or capacities that the community wants, needs and uses.

3.2.2 Priority 2 are New Initiative projects that address existing facilities and assets that have reached or are



Capital Planning

Multi-Year Capital Planning

Policy 12.1.0

near the end of useful life in order to expand existing programming, operations, or capacities to meet the community's wants, needs and uses.

- 3.2.3 Priority 3 are New Initiative projects that create new amenities that are wanted by the community and will be funded by new sources.
- 3.2.4 Priority 4 are New Initiative projects that create new amenities that are wanted by the community and will be funded by existing sources.
- 3.3 Ongoing consideration of Project Types and Prioritization by District Staff will consider:
 - 3.3.1 Reflect the relationship of project submittals to financial and governing policies, plans, and studies.
 - 3.3.2 Allow venues to provide a prioritization recommendation.
 - 3.3.3 Incorporate input and participation from major stakeholders and the general public.
 - 3.3.4 The condition assessment of existing assets as it relates to asset life-cycle, industry best practices, manufacturer's guidelines, safety, and the aesthetic character of the facility.
 - 3.3.5 Adhere to legal and regulatory requirements and/or mandates.
 - 3.3.6 Anticipate the operations and operating budget impacts resulting from capital projects.
 - 3.3.7 Apply analytical techniques, as appropriate, for evaluating potential projects (e.g., return on service,



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payback period, cost-benefit analysis, cash flow modeling).

3.3.8 Re-evaluate capital projects approved in previous multi-year capital plans.

3.3.9 The availability of outside funding (e.g. grants, direct community contribution, in-kind contribution, public private partnership) to support completion of a capital project.

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

- 4.1 Anticipate expected revenue and expenditure trends, including their relationship to multi-year financial plans.
- 4.2 Prepare a flow of resources projection of the amount and timing of the capital financing and expenditure
- 4.3 Continue compliance with all established financial policies.
- 4.4 Recognize appropriate legal constraints.
- 4.5 Consider and estimate funding amounts from all appropriate funding alternatives.
- 4.6 Ensure reliability and stability of identified funding sources.
- 4.7 Evaluate the affordability of the financing strategy, including the impact on debt ratios, taxpayers, ratepayers, and others.



Capital Planning Capital Project Budgeting Policy 13.1.0

POLICY. The District will prepare and adopt a formal capital budget as part of their annual budget process. The capital budget will be directly linked to, and flow from, the Multi-Year Capital Improvement Plan. It may be necessary to modify projects approved in the capital plan before adopting them in a capital budget. Modifications may be necessary based on changes in project scope, funding requirements, or other issues. If these modifications are material, the District will consider the impacts these may have on its multi-year capital and financial plans. The capital budget should be adopted by formal action of the Board of Trustees, either as a component of the operating budget or as a separate capital budget. It will comply with all state and local legal requirements.

- 1.0 Preparing and Adopting the Capital Budget. The capital budget will include the following information:
 - 1.1 A definition of capital expenditure for the District.
 - 1.2 Summary information of capital projects by fund, function, venue/service or activity.
 - 1.3 A schedule for completion of the project, including specific phases of a project, estimated funding requirements for the upcoming year(s), and planned timing for acquisition, pre-design, design, and construction or acquisition activities and transition to complete operation.
 - 1.4 Descriptions of the general scope of the project, including expected service and financial benefits to the District.
 - 1.5 A description of any impact the project will have on the current or future operating budget.
 - 1.6 Estimated costs of the project, based on recent and accurate sources of information.
 - 1.7 Identified funding sources for all aspects of the project, specifically referencing any financing requirements for the upcoming fiscal year.
 - 1.8 Funding authority based either on total estimated project cost, or estimated project costs for the upcoming fiscal year. Consideration should be given to carry-forward funding for projects previously authorized.



**Capital Planning
Capital Project Budgeting
Policy 13.1.0**

- 1.9 Any analytical information deemed helpful for setting capital priorities.

The District needs a greater level of detail and information for non-routine capital projects than for routine projects. For non-routine projects, the capital budget should thoroughly describe the impact on the operating budget, number of additional positions required, tax or fee implications, and other financial or service impacts.

- 2.0 Reporting on the Capital Budget. The District recognizes the importance of timely and accurate reporting on projects adopted in the capital budget. Management, Trustees, and citizens should all have the ability to review the status and expected completion of approved capital projects. Periodic reports will be issued routinely on all ongoing capital projects. The reports will compare actual expenditures to the original budget, identify level of completion of the project, and enumerate any changes in the scope of the project, and alert management to any concerns with completion of the project on time or on schedule.



Capital Planning Capital Expenditures Practice 13.2.0

RELEVANT POLICIES: 1.1.0 Strategic Planning, 9.1.0 Establishing Appropriate Capitalization Threshold for Capital Assets, 12.1.0 Multi-Year Capital Planning, and 13.1.0 Capital Project Budgeting

1.0 AUTHORITY

Decision-making responsibilities and duties on capital projects shall be allocated by the General Manager to specific members of the IVGID staff as provided herein. The staff member so assigned may delegate “duties” to another, but shall remain “responsible” for their actions pertaining to the project.

A Project Manager will usually be a representative of the IVGID department which will acquire or construct the project. The Project Manager may seek the input or assistance of a representative of the IVGID department that will utilize the capital asset. A planner, analyst, designer, or construction representative usually reports to the Project Manager as an employee or through a contract for services.

2.0 CAPITAL PROJECT FINANCING RESOURCES

Financial management of capital projects is controlled through a system including the Multi-Year Capital Improvement Plan and each fiscal year’s Capital Improvement Project Budget. The ability to pay for the costs of a project will be based on identifiable and predictable financing resources at the time of acquisition.

2.1 Establishment. A capital project’s financing resources may be established by action of the Board of Trustees by the adoption of a Capital Project Report. Financing resources may be established for each fund; for each program; or for each project or group of projects. The preference is on each project to facilitate calculating the affects of each project on the Multi-Year Capital Improvement Plan.

2.2 Status. All financing resources identified and received for a Capital Improvement Project shall be held in cash or



Capital Planning Capital Expenditures Practice 13.2.0

investments and shall constitute an element of fund balance or net position until expended or released by an action of the Board of Trustees.

- 2.3 Interest.** Investment earnings on a project's financing resources shall accrue to the project to the extent they were included in the Capital Improvement Project Data Sheet or are deemed needed for possible project cost adjustments. In any project where part of the financing resources came from bond proceeds, the investment earnings must be attached to the project in order to determine and comply with IRS arbitrage regulations.
- 2.4 Expenditures.** Funds identified as financing resources may only be expended by action of the Board of Trustees according to the District's Capital Improvement Project Budget. Projects carrying over from one fiscal year to another are expected to be identified during each budget process to extend spending authority and facilitate completion of the construction or acquisition of the capital assets. The General Manager has the authority to redirect the design or specifications affecting up to an aggregate of \$50,000 if it does not exceed the total approved cost of the project.
- 2.5 Exclusivity.** All financing resources identified for a project, are considered exclusively for expenditures related to that project. No expenditures or obligations shall be made related to that project which cumulatively exceeds the available balance in identifiable and predictable financing resources.
- 2.6 Changes.** The amount of funds in identifiable and predictable financing resources may be increased or decreased by action of the Board of Trustees, provided that no decrease shall occur which causes the unexpended financing resources for any project to fall below the cumulative total of obligations outstanding pertaining to the project.



Capital Planning Capital Expenditures Practice 13.2.0

- 2.7 Close-out.** Upon completion or termination of a project, the unexpended financing resources for that project may be closed out by the General Manager, except when a previous action by the Board of Trustees, designates where the unexpended amount, if any, shall be transferred.

3.0 PROJECT LIFE CYCLE

Projects shall be managed in relation to the following typical project life cycle:

- 3.1 Definition.** The process of developing a document which describes a specific project, in terms of location, function, cost, and other parameters. Approval of a Capital Project Data Sheet means the project has been "**defined.**"
- 3.2 Planning.** The process of developing documents which identify the location and function of projects, in relation to other projects and existing facilities. Approval of a project plan document within an approved Capital Project Summary means the project has been "**planned.**"
- 3.3 Feasibility.** The process of analyzing the practicality of a project, in terms of capital financing and cost, operating revenue and cost, environmental and permit conditions, and other factors. Acceptance information stated on the Capital Project Data Sheet as a feasibility report, means the project has been "**justified.**"
- 3.4 Scheduling.** The process of developing an outline identifying the cost, timing and financing of the capital project. All capital project expenditures shall be evaluated through a Multi-Year Capital Improvement Plan and authorized for expenditure through a specific fiscal year's Capital Improvement Plan Budget. Inclusion of a project within an approved Multi-Year Capital Improvement Plan means the project has been "**scheduled.**"



Capital Planning Capital Expenditures Practice 13.2.0

- 3.5 Funding Identified.** The process by which funds are identified, as either planned or set aside to underwrite capital costs. Identification of predictable financing resources for inclusion of a project in a specific fiscal year's Capital Improvement Plan Budget means the project has been “**funded.**”
- 3.6 Design/Specification.** The process of determining the size, specifications, acquisition/construction methods, and other factors prerequisite to construction or acquisition, including the selection of the designers. Approval of final design means the project has been “**designed.**”
- 3.7 Construction/Acquisition.** The process entails constructing or acquiring a project’s assets, including the selection of contractors or vendors. Approval of final payment means the project has been “**completed.**”
- 3.8 Requirements.** All projects may not be subject to all phases, or be phased in the same order. However, all capital projects shall be defined. All capital projects shall be scheduled and have funding identified, prior to design/specification. All construction projects shall be planned. All construction projects shall be justified, prior to design/specification.

3.8.1.0 Definition

3.8.1.1 Trustees Responsibility: Relate District needs identified through the Strategic Plan to capital projects placed on the Multi-Year Capital Improvement Plan. **Duties:** Consider project definitions as part of Capital Improvement Project Budget submittal.

3.8.1.2 General Manager Responsibility: Ensure capital projects developed for consideration by the Board of Trustees relate to strategies and actions



Capital Planning Capital Expenditures Practice 13.2.0

developed under the District's Strategic Planning Process. **Duties:** Approve capital project definitions.

3.8.1.3 Staff Duties: Prepare an accurate and up to date Capital Project Data Sheet, containing statement of project cost, schedule, location, financing, and other factors.

3.8.2.0 Planning

3.8.2.1 Trustees Responsibility: Ensure adequate planning basis for capital improvement projects. **Duties:** Define general goals, constraints, and directions. Award and execute planning contracts according to Nevada Revised Statutes. Establish public input process. Review and approve final plan.

3.8.2.2 General Manager. Responsibility: Ensure all issues are addressed and plans are coordinated with the Multi-Year Capital Improvement Plan. **Duties:** Review and approve planning scope. Approve requests for proposals on consulting contracts. Approve planning methods and planning team. Provide guidance to Project Manager during planning.

3.8.2.3 Project Manager. Responsibility: Administration, quality and accuracy. **Duties:** Define specific objectives, alternatives, criteria, and scope. Prepare requests for proposals and administer selection process for planning team. Prepare planning contracts. Recommend approval for and executing planning contracts. Coordinate project with, public, staff, and General Manager. Review and approve progress reports, make substantive and procedural decisions during planning process, and



Capital Planning Capital Expenditures Practice 13.2.0

recommend preferred alternatives and final plans to the General Manager and Board of Trustees.

3.8.2.4 Engineering and Staff. Duties: Provide input to planning scope, methods, analysis, conclusions, and recommendations.

3.8.2.5 Planner Duties: Conduct analysis and produce planning documents and reports, for review by Project Manager.

3.8.3.0 Feasibility

3.8.3.1 Trustees. Responsibility: Ensure feasibility of capital improvement projects prior to design and construction. **Duties:** Determine when feasibility studies are required. Identify issues to be addressed. Award and execute consulting contracts according to Nevada Revised Statutes.. Review and accept the final "Capital Improvement Project Budget" as a basis for decision-making.

3.8.3.2 General Manager. Responsibility: Ensure critical issues are addressed and conservative approach to feasibility is applied. **Duties:** Review and approve study scope. Approve requests for proposals on consulting contracts. Approve study methods and team. Provide guidance to the Project Manager during study.

3.8.3.3 Project Manager. Responsibility: Administration, quality and accuracy. **Duties:** Define specific concerns, alternatives, criteria, and scope. Prepare requests for proposals and administer selection process for study team. Prepare study contracts. Recommend award and execute study contract. Coordinate project with, staff and General



Capital Planning Capital Expenditures Practice 13.2.0

Manager. Review and approve progress reports, make substantive and procedural decisions during study process, and approve conclusions and recommendations.

3.8.3.4 Finance, Engineering, and Staff. Duties: Provide input to study contract, scope, methods, analysis, conclusions, and recommendations.

3.8.3.5 Analyst. Duties: Conduct analysis and produce study documents and reports for review by the Project Manager.

3.8.4.0 Scheduling

3.8.4.1 Trustees. Responsibility: Prioritization and prudent investment of capital assets. **Duties:** Review and approve Multi-Year Capital Improvement Plan considering financing programs, priorities and needs and validity to proceed as scheduled. Approve project amendments and substitutions according to District purchasing policies.

3.8.4.2 General Manager. Responsibility: Validate scheduling in terms of sound financial planning and the ability to construct or acquire the capital assets. **Duties:** Review, revise and recommend capital improvement projects to the Board of Trustees.

3.8.4.3 Engineering Staff. Responsibility: Accuracy of cost projections and coordination of project scheduling. **Duties:** Identify capital project scheduling issues correlated to timing of expenditures and acquisition of the capital assets. Coordinate input of operating staff receiving the capital asset.



Capital Planning Capital Expenditures Practice 13.2.0

3.8.4.4 Finance Staff Responsibility: Adequacy of identifiable and predictable financing resources to meet the timing of expenditures. **Duties:** Analyze alternative financing schemes and prepare capital financing program coordinated with appropriate Capital Improvement Project Budget and the Multi-Year Capital Improvement Plan.

3.8.5.0 Funding

3.8.5.1 Trustees. Responsibility: Adequate identifiable and predictable financial resources exist for the project prior to the approval to proceed. **Duties:** Establish appropriate identifiable predictable financing resources are available. Increase and decrease funding level.

3.8.5.2 General Manager Responsibility: Approve recommendations for project to proceed and increases in project financing resources beyond levels identified in Capital Project Report, prior to submitted to Board. **Duties:** Review updated financial analysis for the capital project with Finance Staff for adequate financing resources and cash flows. Approve close-out upon project termination or completion.

3.8.5.3 Project Manager. Responsibility: Accuracy. **Duties:** Assemble and update project cost estimates.

3.8.5.4 Finance Staff. Responsibility: Administration of project finances. **Duties:** Produce periodic report on capital project financing resources, obligations and expenditures. Recommend periodic action to establish, increase, decrease, and close out



Capital Planning Capital Expenditures Practice 13.2.0

financing resources. Consider the current affects of projects on the Capital Improvement Project Budget and the Multi-Year Capital Improvement Plan.

3.8.5.5 Engineering Staff. Duties: Coordinate estimates of project cost for periodic funding report.

3.8.6.0 Design/Specification

3.8.6.1 Trustees. Responsibility: General oversight of project design and specifications. **Duties:** Award and execute design contract according to Nevada Revised Statutes. Review and accept regulatory permit conditions on construction projects, if \$50,000 or more.

3.8.6.2 General Manager. Responsibilities: Ensure design and specifications correlate to defined capital project. **Duties:** Approve design methods and team. Provide guidance to Project Manager during design. Review and approve final design/specification reports on projects. Review and accept regulatory permit conditions.

3.8.6.3 Project Manager. Responsibility: Administration, detailed oversight and design functionality. **Duties:** Prepare scope of services and requests for proposals for design services. Administer selection process for design team. Prepare design contracts. Recommend for award and execute design contracts. Assemble cost estimates; prepare project budget and budget revisions. Prepare project schedule and schedule revisions. Approve project budget and budget revisions. Approve project schedule and schedule revisions. Establish, execute, and administer arrangements for surveys, analysis, environmental



Capital Planning Capital Expenditures Practice 13.2.0

studies, and other forms of technical support. Supervise designers. Establish functional and performance requirements. Coordinate activities of designers with the balance of the technical team, and operating staff. Present major design alternatives and issues. Provide direction to on major design alternatives and issues. Review and approve ongoing design reports and documents. Sign all regulatory permits and permit applications. Review, approve, and correct ongoing design reports and documents, including all technical specifications. Prepare construction contract forms. Assemble and submit regulatory permit applications and coordinate regulatory process. Approve all requests for payment.

3.8.6.4 Designer Duties: Analysis of design alternatives. Preparation of plans and specifications. Preparation of support material for permit applications, and other contract documents. Coordination of various members of the design team. Preparation of cost estimates.

3.8.7.0 Construction/Acquisition

3.8.7.1 Trustees. Responsibility: General oversight of contract awards, major payments and acceptance of capital assets constructed or acquired. **Duties:** Award and execute construction/acquisition contract according to Nevada Revised Statutes. Approve change orders cumulatively exceeding 10% of construction contract or \$50,000, whichever is the greater.

3.8.7.2 General Manager. Responsibility: Ensure contracts and requests for payments submitted to the Board of Trustees for approval meet the



Capital Planning Capital Expenditures Practice 13.2.0

requirements outlined in the Capital Improvement Project Budget. **Duties:** Approve change orders cumulatively not exceeding 10% of construction contract or \$50,000. Upon substantial completion, approve release of retention for Construction projects.

3.8.7.3 Project Manager Responsibility: Detailed oversight. **Duties:** Recommend award and execute construction/acquisition contracts. Recommend approval of change orders. Recommend release of retention to General Manager and Board of Trustees. Recommend approval of the final payment. Administer bid process. Recommend contract award. Coordinate final contract preparation, including insurance, bonding, and certificates. Establish, administer and execute arrangements for inspection and testing. Supervise construction representatives. Review all inspection, testing and construction observation reports. Serve as District's representative to contractor and regulatory agencies. Approve all shop drawings. Approve requests for equals. Approve all certificates for payment. Update construction schedule.

3.8.7.4 Construction Representative. Duties: Observe construction and testing. Prepare construction observation reports. Advise Project Manager of deficiencies when noted. Notify Project Manager of deviations from plans and specifications. Prepare and execute notice to proceed.

MEMORANDUM

TO: Board of Trustees

THROUGH: Mike Bandelin
Acting General Manager

FROM: Michaela Tonking
Trustee

SUBJECT: Review, discuss and possibly determine the need for advisory committee(s) for **Tennis/Pickleball, Incline Beach House, Skate Park** and/or **General Manager Search** and leave, intact, the General Manager's **Dog Park** Advisory Committee, as presently constituted in accordance with Policy 3.1.0, paragraph 0.9, Advisory Committees (Requesting Trustee: Trustee Michaela Tonking)

**RELATED STRATEGIC
PLAN BUDGET INITIATIVES:**

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 #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

**RELATED DISTRICT POLICIES, PRACTICES, RESOLUTIONS OR
ORDINANCES:**

Policy 3.1.0 - Conduct Meetings of the Board of Trustees

DATE: July 4, 2023

I. RECOMMENDATION

Review, discuss and possibly determine the need for advisory committee(s) for **Tennis/Pickleball, Incline Beach House, Skate Park** and/or **General Manager**

Search and leave, intact, the General Manager's **Dog Park** Advisory Committee, as presently constituted in accordance with Policy 3.1.0, paragraph 0.9, Advisory Committees (Requesting Trustee: Trustee Michaela Tonking)

II. BACKGROUND

At the June 28, 2023 Board of Trustees meeting, the Board of Trustees agreed that advisory committees might be needed/ beneficial for the above areas of interest. Trustee Schmitz had an agenda item that was for discussion. That material can be found at this link: https://www.yourtahoeplace.com/uploads/pdf-ivgid/G.6.-_General_Business_-_Board_appointed_citizen_advisory_committees.pdf. Trustee Schmitz, in a separate memorandum, has addressed her recommendations for the Capital and Golf committees.

To begin, Board Policy 3.1.0, paragraph 0.9 reads as follows:

0.9 Advisory Committees. *The Board of Trustees may from time to time establish citizen committees to advise it on policy matters of the District. All such committees shall serve at the pleasure of the Board, and the Board shall have the authority to remove any member or all members from any and all committees at any time, or to change any of the terms of office thereof. Unless otherwise provided for in the document creating such committee and as permitted by applicable law. Committees shall be advisory in nature only, and shall have no authority to set policy; expend or obligate funds; hire, fire, supervise, or direct staff; or speak on behalf of the District, the Board, or its officers or employees. All committees shall conduct their business according to Roberts Rules of Order and shall conform to all provisions of the Nevada Open Meeting Law. If any Trustee is appointed to serve on a committee, the Trustee shall be the chair of that committee, unless other methods for selecting the chair have been approved by the Board of Trustees. If more than one Trustee is appointed to serve on the committee, then the Board shall determine by motion which Trustee shall serve as chair.*

The General Manager may establish citizen advisory committees or bodies to advise the General Manager on areas of interest. These Citizen Advisory Committees are distinctively different from Board advisory committees as they are created by the General Manager to provide input. As such, they are not subject to the Nevada Open Meeting Law, but a reasonable attempt is to be made to notify members of the public of their meetings. Only 1 Board member may serve on each Advisory Committee established by the General Manager. One Board member shall serve on the General Manager's citizen advisory committee and can serve on multiple Advisory Committees established by the General Manager.

Following is the background and suggestions for each committee shown above:

Tennis/Pickleball - Presently there is a General Manager advisory committee

established and in place which is being chaired by the Director of Parks and Recreation. Trustee Tonking is the appointed Board member. The committee is functioning well and has addressed concerns of play, etc. The recommendation would be to ask a member of this committee to serve on the Capital Improvement Projects committee so that they feel they have representation for their projects. It will also provide the representative with the knowledge of how projects compete to get accomplished within the District.

Incline Beach House - This project is coming before the Board shortly and we should be proactive on setting up the committee so that the individuals on this committee can participate as the project begins. The recommendation would be to set up a General Manager Advisory Committee on this project, lead by the Director of Public Works, and see how it goes. It can be switched over to a Board Advisory Committee, if necessary, in the future. Chairman Dent is the Board member who has shown the most interest and vigor for this project therefore the recommendation is that he be the Board's representative on this committee.

Skate Park - This project is an enhancement project and presently has a small group of Staff and a couple of interested community members who are meeting on an as needed basis. Trustee Tonking has attended a couple of meetings as the Board's representative. The recommendation for this project is to continue with this informal group and having the Director of Parks and Recreation be its lead.

General Manager's Dog Park Advisory Committee - This committee is about to wrap up its work and will be presenting to the Board of Trustees late July/early August. The recommendation for this committee is to leave it as presently constituted.

General Manager Search - Back in 2013, the District did do a recruitment for a District General Manager and they did so via a professional talent acquisition firm aka headhunter. The attached memorandum is from a meeting in 2013 when the Board, at that time, executed a contract to hire a executive search firm. This is an option that we may want to consider and then get their recommendations on once the recruitment takes place, how to proceed with interviews, public interaction, etc. The recommendation here is to have Trustee Noble work with Staff to identify a professional recruitment firm and then report back to the Board of Trustees on his findings which should include costs and a rough timeline.

III. BID RESULTS

Not applicable to this agenda item.

IV. FINANCIAL IMPACT AND BUDGET

Attached is a decision tree type of document which outlines what will be required with each advisory committee and it is provided to assist the Board of Trustees in making their decision on what type of advisory committee should be established for

each topic.

V. ALTERNATIVES

Not make any decisions at this time and revisit at another time.

VI. COMMENTS

None at this time.

VII. BUSINESS IMPACT/BENEFIT

Not applicable to this agenda item.

VIII. ATTACHMENTS

1. Requirements for Advisory Committees
2. Worksheet for Determining Advisory Committees
3. General Business - Executive Search Firm - Memo
4. 3.1.0 Conduct Meetings of the Board of Trustees - Adopted 02222023

IX. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES

The Board of Trustees needs to decide what types of committees, if any, they wanted to have for each of the subject matters.

Advisory Committees

Policy 3.1.0, Paragraph 0.9 Advisory Committees.

The Board of Trustees may from time to time establish citizen committees to advise it on policy matters of the District. All such committees shall serve at the pleasure of the Board, and the Board shall have the authority to remove any member or all members from any and all committees at any time, or to change any of the terms of office thereof. Unless otherwise provided for in the document creating such committee and as permitted by applicable law. Committees shall be advisory in nature only, and shall have no authority to set policy; expend or obligate funds; hire, fire, supervise, or direct staff; or speak on behalf of the District, the Board, or its officers or employees. All committees shall conduct their business according to Roberts Rules of Order and shall conform to all provisions of the Nevada Open Meeting Law. If any Trustee is appointed to serve on a committee, the Trustee shall be the chair of that committee, unless other methods for selecting the chair have been approved by the Board of Trustees. If more than one Trustee is appointed to serve on the committee, then the Board shall determine by motion which Trustee shall serve as chair.

Requirements:

Compliance with Nevada Open Meeting Law

1. Will require training by District Legal Counsel prior to first meeting
2. Each member will be required to sign the volunteer form unless they are an employee or Trustee
3. Each meeting will require a written, clear and concise agenda that is posted by 9 a.m. three (3) business days prior to each meeting
4. Each meeting will require a written set of meeting minutes in accordance with the Nevada Open Meeting Law
5. Livestreaming is optional and not a requirement of the Nevada Open Meeting Law therefore a determination of to Livestream or not to Livestream will need to be made upon establishment of the committee
6. Each meeting will require a packet of materials to be prepared, distributed and posted to the IVGID website

Staffing

- A. District Clerk to prepare agenda and packet materials and do required posting/noticing of all meetings
- B. Court Reporter to take meeting minutes
- C. IT Professional in the event Livestream is determined to be a necessity
- D. IT Professional to record meeting to be in compliance with the Nevada Open Meeting Law and provide call in assistance if call in public comments are deemed necessary
- E. IT Professional to accomplish website posting
- F. Staff, as necessary, to provide input on specific agenda items

Advisory Committees

Policy 3.1.0, Paragraph 0.9 Advisory Committees.

The General Manager may establish citizen advisory committees or bodies to advise the General Manager on areas of interest. These Citizen Advisory Committees are distinctively different from Board advisory committees as they are created by the General Manager to provide input. As such, they are not subject to the Nevada Open Meeting Law, but a reasonable attempt is to be made to notify members of the public of their meetings. Only 1 Board member may serve on each Advisory Committee established by the General Manager. One Board member shall serve on the General Manager's citizen advisory committee and can serve on multiple Advisory Committees established by the General Manager.

Requirements:

1. Each member will be required to sign the volunteer form unless they are an employee or Trustee
2. Each meeting will require a written, clear and concise agenda that is distributed via email in a manner that keeps the participants email private from other committee members unless the committee authorizes agreement that their email addresses are not private
3. Each meeting will require a written set of meeting minutes
4. Each meeting may require a packet of materials to be prepared, distributed and posted to the IVGID website

Staffing

- A. Typically the General Manager and/or Venue Manager serves as the Chair of the meeting
- B. Typically the District Clerk assists with meeting set up, notifications and taking of the meeting minutes
- C. Typically an IT professional and/or Communications Coordinator posts the meeting agendas and minutes to a specific District website webpage
- D. Additional Staff members dependent on subject matter

Generally speaking, all committees will have a clear and concise mission statement which outlines what this committee has been set up to accomplish and how long that process is estimated to be. Additionally, at the very first meeting, a set of agreed to rules of engagement is formulated. The example below is from the General Manager's Dog Park Committee:

Rules of Engagement: All committee members shall be respectful of one another and treat each other with kindness. No one member shall talk over another member. All ideas are welcome however, they may not be discussed in depth or in detail depending upon time and/or merit and that determination is solely held with the General Manager. All committee members are equal participants.

Decision Points Document

Tennis/Pickleball

Board Appointed Advisory Committee	General Manager Advisory Committee
------------------------------------	------------------------------------

One (1) Board Member who will also be Chair:	One (1) Board Member who will serve
Two (2) Board Members and a determination on which Board member will be Chair:	
Chair:	

What Staff members need to be a part of this committee on a permanent basis?	What Staff members needs to be a part of this committee on a permanent basis?

Who are the members of the public that you would like to nominate for this committee?	Who are the members of the public that you would like to recommend to the General Manager for this committee?

Does the committee get to decide the day of the week they meet? _____ Yes _____ No	Does the committee get to decide the day of the week they meet? _____ Yes _____ No
--	--

If no, what day of the week will they meet?

If no, what day of the week will they meet?

Does the committee get to decide the time of day they meet? _____ Yes _____ No	Does the committee get to decide the time of day they meet? _____ Yes _____ No
--	--

If no, what time of the day will they meet?

If no, what time of the day will they meet?

The meeting location for this committee will be:	The meeting location for this committee will be:

Decision Points Document

General Manager Search

Board Appointed Advisory Committee	General Manager Advisory Committee
------------------------------------	------------------------------------

One (1) Board Member who will also be Chair:	One (1) Board Member who will serve
Two (2) Board Members and a determination on which Board member will be Chair:	
Chair:	

What Staff members need to be a part of this committee on a permanent basis?	What Staff members needs to be a part of this committee on a permanent basis?

Who are the members of the public that you would like to nominate for this committee?	Who are the members of the public that you would like to recommend to the General Manager for this committee?

Does the committee get to decide the day of the week they meet? _____ Yes _____ No	Does the committee get to decide the day of the week they meet? _____ Yes _____ No
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If no, what day of the week will they meet?

If no, what day of the week will they meet?

Does the committee get to decide the time of day they meet? _____ Yes _____ No	Does the committee get to decide the time of day they meet? _____ Yes _____ No
--	--

If no, what time of the day will they meet?

If no, what time of the day will they meet?

The meeting location for this committee will be:	The meeting location for this committee will be:

Decision Points Document

Incline Beach House

Board Appointed Advisory Committee	General Manager Advisory Committee
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One (1) Board Member who will also be Chair:	One (1) Board Member who will serve
Two (2) Board Members and a determination on which Board member will be Chair:	
Chair:	

What Staff members need to be a part of this committee on a permanent basis?	What Staff members needs to be a part of this committee on a permanent basis?

Who are the members of the public that you would like to nominate for this committee?	Who are the members of the public that you would like to recommend to the General Manager for this committee?

Does the committee get to decide the day of the week they meet? _____ Yes _____ No	Does the committee get to decide the day of the week they meet? _____ Yes _____ No
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If no, what day of the week will they meet?

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Does the committee get to decide the time of day they meet? _____ Yes _____ No	Does the committee get to decide the time of day they meet? _____ Yes _____ No
--	--

If no, what time of the day will they meet?

If no, what time of the day will they meet?

The meeting location for this committee will be:	The meeting location for this committee will be:

MEMORANDUM

TO: Board of Trustees

REQUESTING TRUSTEE: Joe Wolfe

FROM: William B. Horn
District General Manager

SUBJECT: Hiring of an Executive Search Firm to assist the Board of Trustees in identifying who the next General Manager of the District should be; Execution of a Contract with Peckham and McKenney in the total amount of not-to-exceed \$26,000 effective March 28, 2013

DATE: March 19, 2013

I. REQUEST BY TRUSTEE

Trustee Wolfe has asked that the Board of Trustees take action, as deemed necessary, for the hiring of an Executive Search Firm to assist the Board of Trustees in identifying the District's next General Manager.

II. BACKGROUND

At the January 9, 2013 Board of Trustees meeting, the Trustees had a discussion regarding this item and asked Trustees Smith and Simonian to work on a revised job description and timeline for this process. The posting process has been completed and is now closed.

District Staff, in Human Resources, fulfilled its commitment to making sure that the job posting for the General Manager position was deep, unbiased, and broad. The following actions occurred:

- We placed a news item in our PW News to advise our community that the position was open and posted.
- We ran paid advertisements in both the employment section and the general section of our local newspaper, the North Lake Tahoe Bonanza.

Hiring of an Executive Search Firm to assist the Board of Trustees in identifying who the next General Manager of the District should be; Execution of a Contract with Peckham and McKenney in the total amount of not-to-exceed \$26,000 effective March 28, 2013

March 19, 2013

- We posted an employment advertisement with Jobs Available, Inc., which is listing of employment opportunities in the Public Sector which has a nationwide circulation.
- We posted an employment advertisement on icma.org which is the International City & County Managers Association for a defined period of time.
- We posted this employment opportunity on our website and with various other commonly used websites within our local and broader geographical areas.

Included in the finalized timeline, there was a line item included to execute an agreement with an outside executive search firm; this agenda item is included on the March 27, 2013 meeting agenda in the event that this action needs to be taken that it can be taken.

NRS 332.195 Joinder or mutual use of contracts by governmental entities reads as follows:

NRS 332.195 Joinder or mutual use of contracts by governmental entities.

1. A governing body or its authorized representative and the State of Nevada may join or use the contracts of local governments located within or outside this State with the authorization of the contracting vendor. The originally contracting local government is not liable for the obligations of the governmental entity which joins or uses the contract.
2. A governing body or its authorized representative may join or use the contracts of the State of Nevada or another state with the authorization of the contracting vendor. The State of Nevada or other state is not liable for the obligations of the local government which joins or uses the contract.

(Added to NRS by 1975, 1539; A 1985, 357; [1999, 1686](#); [2001, 1320](#); [2003, 2263](#); [2005, 2556](#))

Both the City of Reno and Douglas County have used the services of Peckham and McKenney and have been very pleased with their services. The District is in

Hiring of an Executive Search Firm to assist the Board of Trustees in identifying who the next General Manager of the District should be; Execution of a Contract with Peckham and McKenney in the total amount of not-to-exceed \$26,000 effective March 28, 2013

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possession of the Contract for Professional Services executed by Douglas County, Nevada. The City of Reno, due to their relocation, has been unable to locate a copy of their contract but when they find it, they will share it with the District. Therefore, it is the District's plan to not do either an RFP or RFQ for these services, exercise the joinder provision as authorized by the Nevada Revised Statutes; and execute a contract in accordance with the attached documents as submitted by Peckham and McKenney.

III. FINANCIAL IMPACT AND BUDGET

There are no funds budgeted in the 2012/2013 for the hiring of an Executive Search Firm.

IV. SAMPLE MOTION

The Board of Trustees makes a motion to execute a Professional Services Contract with Peckham and McKenney in the amount of not-to-exceed \$26,000 to provide the executive search services/recruitment services to locate the next District General Manager of the Incline Village General Improvement District.



Conduct Meetings of the Board of Trustees

Policy 3.1.0

POLICY. The Board of Trustees will establish the time and place of the regular meeting of the Board of Trustees of the Incline Village General Improvement District and provide the manner in which special meetings of said District may be called, designating the meeting location, establishing the agenda and rules for its proceedings for the Incline Village General Improvement District, Washoe County, State of Nevada

Notice and conduct of all meetings shall conform with the provisions in Nevada Revised Statutes (NRS) 241.020 and NRS 281A (Ethics In Government). Meeting minutes and transcripts of meeting will be in compliance with NRS 241.035.

- 0.1 Regular Meetings.** The regular meeting times and location shall be set by the Board of Trustees.
- 0.2 Special Meetings.** Special meetings of the Board of Trustees shall be held upon call of the Chair of the Board or at least two of the Trustees.
- 0.3 Meeting Place.** All Board of Trustees meetings shall be held within the District.
- 0.4 Item(s) of Business/Agenda Preparation.** The Board Chair, in cooperation with the General Manager, is responsible for preparing the agenda and supporting materials for each meeting. The Chair, in cooperation with the General Manager, will place on the Agenda any item requested by a fellow Trustee.

If a person or party, including the general public, wishes to have a matter considered by the Board, a written request should be submitted to the General Manager, in advance of the meeting, allowing enough time for staff research. The amount of advance time required will be determined by the General Manager, based upon Board Policy, administrative procedure, and the facts in each instance.

No matter shall be heard or acted upon without all accurate and relevant materials being published with the initial publication of the Board Packet. If materials are inaccurate or missing, the agenda item



Conduct Meetings of the Board of Trustees Policy 3.1.0

will be deferred. Delayed and/or supplemental materials shall defer an agenda item.

The agenda and Board Packet materials shall be posted on the District's website one calendar week prior to the meeting.

Public comment may be scheduled for individual agenda items in addition to the initial and closing public comment period at the discretion of the Chair. Unless otherwise determined, the time limit shall be three (3) minutes for each person wishing to make an initial or closing public comment and shall be two minutes(2) for each person should public comment be permitted for an individual agenda item. Unless otherwise permitted by the Chair, no person shall be allowed to speak more than once on any single agenda item.

The item(s) of business at the regular meetings of said Board may include, but are not limited to:

- Pledge of Allegiance
- Roll call of Trustees
- Appearances/Presentations (Non-action)
- Initial Public Comment – not to include comments on General Business items with scheduled public comment
- Appearances/Presentations/Declarations/Proclamations (Action)
- Approval of Agenda
- Public Hearings (if any) – all changes to Ordinances require a Public Hearing with a minimum of a 21-day notice
- District Staff Update (if any)
 - The General Manager's monthly report
 - Once a month the General Manager is to provide a formal written report outlining the contracts/expenditures s/he approved with proper signing authority per District policy.
- Legal Counsel Update (if any)
- Reports to the Board – Reports are intended to inform the Board and/or the public – Reports shall be limited to 15 minutes or a time to be determined at the discretion of the Chair.
 - GM Report



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Policy 3.1.0

- Department liaisons' updates (if appropriate)
- Audit Committee (if appropriate)
- Treasurers Report (if any)
 - Payment of Bills – For District payments exceeding \$50,000 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 \$50,000 provided they are budgeted and the expenditure is approved according to District signing authority policy.
 - Any other reports as deemed of value by the Treasurer. This may include a review of procurement card purchases, weekly bill pay review, etc.
- Consent Calendar (if any)
 - In cooperation with the Chair, the General Manager may schedule matters for consideration on a Consent Calendar. The Consent Calendar may not include any action which is subject to a public hearing. Consent Calendar items are:
 - Contracts for review prior to signing/execution;
 - Budgeted items with a financial impact of less than \$100,000;
 - Items that have been previously discussed by the Board of Trustees;
 - “Housekeeping” items that passage without discussion is likely;
 - Meeting minutes approval.
 - 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, at the time of the agenda approval, and that the matter shall be removed and addressed in the General Business section of the meeting.



Conduct Meetings of the Board of Trustees Policy 3.1.0

- A unanimous affirmative vote shall be recorded as a favorable motion and approval of each individual item included on the Consent Calendar.
- General Business
- Reports are intended to inform the Board and/or the public.
- Review of the long range calendar
- Final Public Comment
- Board of Trustees Updates
- Adjournment

0.5 Rules of Proceedings.

- a. Public Meetings. All meetings of the Board shall be in accordance with NRS 241, the Nevada Open Meeting Law.
- b. Quorum. A majority of the Board of Trustees present in person or by virtual technology shall constitute a quorum for the transaction of business. When using virtual technology, so long as there is adequate internet service, the Trustee must be on-camera to qualify for voting. In no event shall any matter be approved without the affirmative vote of three Trustees.
- c. Method of Action. The Board of Trustees shall act only by motion which, to become effective, shall be adopted by the affirmative vote of at least a majority of its members, which is three (3), unless otherwise provided by statutes, including but not limited to NRS 318.280 and NRS 318.350. In the event of only three members present, the method of action must be unanimous.

The District and its Board will operate according to NRS 281A, Ethics In Government. Should a conflict of interest be a concern, the Trustee will abide by NRS 281A and potentially abstain from voting. According to NRS 241.0355, an abstention is not a vote in favor.

- d. Recording Vote. All Trustees present and voting, shall have their yes/ayes and no/nays taken on all actions taken and



Conduct Meetings of the Board of Trustees

Policy 3.1.0

entered into the minutes. All Trustees shall have the equal right to vote, make and second motions. If the vote for/against any item is not unanimous, the Chair may ask the Clerk to conduct a roll call vote.

- e. Ordinances. The enacting clause of all ordinances passed by the Board shall include the word "ordinance" and be consecutively numbered. All actions to pass or revise an ordinance shall be attested by the Secretary.
- f. Contracts. Until this policy is modified, all contracts are to be provided to the Board for review prior to signing/execution. The Board shall designate one Trustee to review, approve the signing of any contracts, and inform the Board of said action, when time is of the essence. In addition, contracts proposed and/or estimated to exceed the signing authority in Policy 20.1.0 subparagraph 1.5 or Policy 21.1.0 subparagraph 1.6, must be approved by the Board of Trustees. The General Manager has the authority to execute contracts per Board Policy so long as the funds were budgeted for the specific purpose. All documents approved or awarded by the Board shall be signed in the name of the District by two (2) officers of the Board of Trustees, unless authorization to sign is given to another person(s) by the Board.
- g. Claims. The Board of Trustees may engage the General Manager and General Counsel to negotiate on behalf of IVGID, the settlement of all property damage, personal injury, or liability claims. Final settlement of such claims must be approved by the Board. The General Manager may accept a tentative settlement, which shall not be final and binding upon IVGID, unless and until approved by the Board of Trustees.
- h. Litigation. The General Manager must obtain Board of Trustees authorization, at a public meeting, to initiate any lawsuit, appeal any decision or judgement, or retain legal counsel to defend a lawsuit. In addition, the role of the General Manager is to carry out the business of the Board. Any discussion, conversation,



Conduct Meetings of the Board of Trustees

Policy 3.1.0

or communication between the GM and outside legal counsel require the Board to be immediately informed.

- i. Texting. At no time during a meeting are Trustees to be making use of digital technology to communicate with others. The meetings are to conduct business by the Trustees.
- 0.6 Robert's Rules.** Unless contrary to this rule, such meetings shall be substantially conducted in conformity with Robert's Rules of Order unless those provisions conflict with Chapter 241 of the NRS, in which case, the statutes will prevail.
- 0.7 Reconsideration.** Reversal, or substantial modification, of any item by the Board of Trustees within six months of the meeting date at which the action was taken, shall only be considered as follows:
- The General Manager may request reconsideration of any action of the Board, and place reconsideration of the action before the Board, if the General Manager determines that the action compromises the efficiency of operations or otherwise impairs the effective management of the District.
 - A Board action may also be scheduled for reconsideration if at least two Trustees make written requests.
 - Written requests for reconsideration by any other person or party, including members of the general public, will be distributed to the Trustees but shall not be placed on the Board agenda, without the concurrence of at least two Trustees, as provided above.

If the original action was taken after a Public Hearing, a second Public Hearing shall be held in conjunction with any reconsideration.

Once placed on the agenda under the procedure established herein, the Board may rescind, modify, reaffirm, or take no action on the item; in the same manner it would take action on any other General Business agenda item.

- 0.8 Officers of the Board.** As the first item of General Business at the first meeting of the calendar year, the Board of Trustees shall elect a



Conduct Meetings of the Board of Trustees

Policy 3.1.0

Chair, Vice Chair, Treasurer, and Secretary. It is recommended that the officers of the Board rotate on a reasonable basis. Roles should change at least every 2 years. Each Officers term will begin as defined by the agenda item and will continue until the next election. The officer roles and responsibilities are outlined in the Trustee Handbook.

According to NRS 318.085(1), the role of Treasurer and the Secretary may be fulfilled by someone other than a Trustee.

Should a vacancy occur, the Board of Trustees shall follow NRS 318.090(5) to fill the vacancy. The most current roster for the current Board of Trustees is located on the District's website.

- 0.9 Advisory Committees.** The Board of Trustees may from time to time establish citizen committees to advise it on policy matters of the District. All such committees shall serve at the pleasure of the Board, and the Board shall have the authority to remove any member or all members from any and all committees at any time, or to change any of the terms of office thereof. Unless otherwise provided for in the document creating such committee and as permitted by applicable law. Committees shall be advisory in nature only, and shall have no authority to set policy; expend or obligate funds; hire, fire, supervise, or direct staff; or speak on behalf of the District, the Board, or its officers or employees. All committees shall conduct their business according to Roberts Rules of Order and shall conform to all provisions of the Nevada Open Meeting Law. If any Trustee is appointed to serve on a committee, the Trustee shall be the chair of that committee, unless other methods for selecting the chair have been approved by the Board of Trustees. If more than one Trustee is appointed to serve on the committee, then the Board shall determine by motion which Trustee shall serve as chair.

The General Manager may establish citizen advisory committees or bodies to advise the General Manager on areas of interest. These Citizen Advisory Committees are distinctively different from Board advisory committees as they are created by the General Manager to provide input. As such, they are not subject to the Nevada Open Meeting Law, but a reasonable attempt is to be made to notify



Conduct Meetings of the Board of Trustees

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members of the public of their meetings. Only 1 Board member may serve on each Advisory Committee established by the General Manager. One Board member shall serve on the General Manager's citizen advisory committee and can serve on multiple Advisory Committees established by the General Manager.

- 0.10 Legislative Matters.** The General Manager may from time to time propose positions on legislative issues, which positions shall be reviewed and approved by the Board at its regular meeting.
- 0.11 Conflict Resolution.** In the event that the provisions of Policy 3.1.0 conflict with any other Policy Provisions, this policy shall prevail.
- 0.12 Board Highlights.** Board meeting highlights shall be posted on the District's website in addition to being emailed to subscribers. The highlights are to include a list of issues brought the attention of the Board by the public, brief overviews of each agenda item and when applicable, the results of a vote.