

NOTICE OF MEETING

The regular meeting of the Incline Village General Improvement District will be held starting at **3:30 p.m.** on **Wednesday, March 24, 2021** in the Boardroom at 893 Southwood Boulevard, Incline Village, Nevada.

In compliance with State of Nevada Executive Department, Declaration of Emergency Directives 006, 016, 018, 021, 026, and 029, this meeting is closed to the public and attendance is limited to members of the Board of Trustees and essential staff. Public comment is allowed and the public is welcome to make their public comment either via e-mail (please send your comments to info@ivgid.org by 1:30 p.m. on Wednesday, March 24, 2021) or via telephone (the telephone number will be posted to our website on the day of the meeting).

- A. PLEDGE OF ALLEGIANCE*
- B. ROLL CALL OF TRUSTEES*
- C. INITIAL PUBLIC COMMENTS* - *Unless otherwise determined, the time limit shall be three (3) minutes for each person wishing to make a public comment. Unless otherwise permitted by the Chair, no person shall be allowed to speak more than once on any single agenda item. Not to include comments on General Business items with scheduled public comment. The Board of Trustees may address matters brought up during public comment at the conclusion of the comment period but may not deliberate on any non-agendized item.*
- D. APPROVAL OF AGENDA (*for possible action*)

The Board of Trustees may make a motion for a flexible agenda which is defined as taking items on the agenda out of order; combining agenda items with other agenda items; removing items from the agenda; moving agenda items to an agenda of another meeting, or voting on items in a block.

-OR-

The Board of Trustees may make a motion to accept and follow the agenda as submitted/posted.

- E. GENERAL BUSINESS (*for possible action*)
 - 1. Review, discuss, and possibly approve the award of a master contract for independent audit services to Davis Farr LLP for Fiscal Years Ending June 30, 2021 through June 30, 2025 (Requesting Staff Member: Director of Finance Paul Navazio) – **pages 3 - 47**
 - 2. Review, discuss, and possibly set the date and time for two (2) public hearings for the District's Fiscal Year 2021/2022 Budget and Fiscal Year 2021/2022 Facility and Beach Fees (Requesting Staff Members: District General Manager Indra Winquest and Director of Finance Paul Navazio) – **page 48**
 - 3. 2021/2022 Budget Workshop #3 (Presented by District General Manager Indra Winquest and Director of Finance Paul Navazio) – **pages 49 - 137**
 - A. Workshop Topic: District's Capital Improvement Program

Incline Village General Improvement District

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

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

www.yourtahoeplace.com

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NOTICE OF MEETING

Agenda for the Board Meeting of March 24, 2021 - Page 2

- F. LONG RANGE CALENDAR REVIEW (for possible action) – **page 139**
- G. FINAL PUBLIC COMMENTS* - Limited to a maximum of three (3) minutes in duration.
- H. ADJOURNMENT (for possible action)

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before Friday, March 19, 2021 at 9:00 a.m., a copy of this agenda (IVGID Board of Trustees Session of March 24, 2021) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were either faxed or e-mailed to those people who have requested; and a copy was posted at the following seven locations within Incline Village/Crystal Bay in accordance with NRS 241.020:

1. IVGID Anne
2. Incline Village
3. Crystal Bay Post
4. Raley's Shopping
5. Incline Village
6. IVGID's
7. The Chateau at

**SUSPENDED – STATE OF NEVADA
EXECUTIVE DEPARTMENT,
DECLARATION OF EMERGENCY,
DIRECTIVES 006, 016, 018, 021, 026, AND
029.**

Vorderbruggen Building (Administrative Offices)
Post Office
Office
Center
Branch of Washoe County Library
Recreation Center
Incline Village

/s/ Susan A. Herron, CMC
Susan A. Herron, CMC

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

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

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

IVGID'S agenda packets are now available at IVGID's web site, www.yourtahoeplace.com; go to "Board Meetings and Agendas". A hard copy of the complete agenda packet is also available at IVGID's Administrative Offices located at 893 Southwood Boulevard, Incline Village, Nevada, 89451.

**NRS 241.020(2) and (10): 2. Except in an emergency, written notice of all meetings must be given at least 3 working days before the meeting ...10. As used in this section, "emergency" means an unforeseen circumstance which requires immediate action and includes, but is not limited to: (a) Disasters caused by fire, flood, earthquake or other natural causes; or (b) Any impairment of the health and safety of the public.*

MEMORANDUM

TO: Board of Trustees

FROM: Matthew Dent
Trustee and Audit Committee Chair

Paul Navazio
Director of Finance

SUBJECT: Review, discuss and possible approve the award of a contract for independent audit services to Davis Farr LLP for Fiscal Years Ending June 30, 2021 through June 30, 2025

DATE: March 2, 2021

I. RECOMMENDATION

It is recommended that the Board of Trustees make a motion to authorize the General Manager and Audit Committee Chair to execute a professional services contract with Davis Farr LLP to provide Independent Audit Services to the District for up to a five-year period, commencing with the annual independent audit for the fiscal year ending June 30, 2021, through the fiscal year ending June 30, 2025.

II. BACKGROUND

Board Policy 15.1.0 provides that among the charges of the Board-appointed Audit Committee is to conduct the procurement process for selection of the District's Independent Auditor, and to make a recommendation to the Board of Directors, who makes the final selection.

Fiscal year 2019/2020 was the final year of a multi-year engagement with Eide Bailly, who has served as the District's Independent Auditor since 2015/16, following their acquisition of Kafoury & Associates, who served as the District Auditor since 2010/2011.

A Request for Proposal (RFP) for Independent Audit Services was developed with input from the Audit Committee and issued on November 10, 2020. Three firms submitted proposals prior to the submission deadline of December 17, 2020.

Firm	Annual Fee	Out of Pocket Cost	Five-Year Cost
Barnard Vogler & Co., CPA's	\$ 59,000	Included in annual fee	\$275,000
Davis Farr, LLP	\$ 49,000	NTE \$5,000	\$253,100
Moss Adams, LLC	\$ 82,000	Included in annual fee	\$430,000

III. DISCUSSION

Review of Proposals

Upon receipt of proposals, the Director of Finance and two members of the Audit Committee were asked to assist with a review of each proposal and provide a scoring/ranking, based on the criteria spelled out in the RFP document. Subsequently, as the District's new Controller was hired, this position was also brought into the review process.

After initial ranking of the three proposals, two firms Davis Farr LLP and Moss Adams LLP were invited to participate in virtual panel interviews.

Following the panel interviews, the review committee discussed each of the proposals to include, overall qualifications, experience of audit team members, relevant experience auditing clients of similar size and complexity, familiarity with the District, and overall approach to the engagement.

The review committee reached consensus to recommend to the Audit Committee that Davis Farr LLP be forwarded to the Board of Directors to serve as the District's next Independent Auditor under a multi-year contract, supplemented with annual engagement letters to guide each annual audit.

At the Audit Committee meeting of February 24, 2021, the full committee considered the recommendation from the review committee and passed a unanimous motion to forward to the Board of Trustees the recommendation to engage Davis Farr LLP to serve as the District's next independent auditor.

The recommendation is based on:

- confidence that the firm is qualified to serve as the District's independent auditor,

- they are a medium-sized regional firm that provides audit services exclusively to governmental entities,
- has demonstrated an extensive list of current and former clients with business-type municipal operations similar to IVGID,
- extensive experience auditing municipal utilities,
- has current clients in the Tahoe basin, as well as
- favorable interaction with the Audit Partners and Senior Management representatives.
- In addition, the cost differential between the proposals from the two finalist firms is a significant factor in the review committee recommendation.

Proposed Contract for Independent Audit Services

Scope -

Exhibit A included in the proposed contract provides a general description of the scope of work and objectives described in the District's Request for Proposal and the Consultant's proposal in response to the RFP.

The annual Engagement Letter(s) to be executed by the District through the Board-appointed Audit Committee will establish specific workplans, schedules, responsibilities and deliverable for each annual independent financial audit.

In general the scope of services covers the annual audit of the District's financial statements for the fiscal years ending June 30, 2021 through 2025. Consultant's examination will be conducted in accordance with generally accepted auditing standards, the AICPA Audit and Accounting Guide, Audits of State and Local Government Units, and the Government Auditing Standards issued by the Comptroller General of the United States.

Term -

The proposed contract provides for a five-year term, covering audits for fiscal years 2020/2021 through 2024/2025. The contract includes a provision whereby the District has the ability to terminate the agreement, at its sole discretion. The contract also provides for the option to renew or extend the agreement for up to three additional one-year terms.

Project Approach/Staffing Plan –

In their response to the RFP, Davis Farr outlined its approach to performing the audit services (see Section E of Davis Farr proposal), including staffing plan, audit software, evaluation of internal controls. The proposal also provides for the specific steps to be included in the various stages of the audit (Planning and Inquiry, Year-end Testing, Completion of Audit and Preparation of Financial Statements). The audit plan includes meetings with the Audit Committee and Board of Trustees throughout the audit process and to present the results of the audit.

The review committee had discussed with Davis Farr their proposed staffing plan for the financial audit. Davis Farr has indicated flexibility in allocating audit work to additional, available staff auditors, without impacting proposed fee schedule. The proposed contract specifies that the auditor will assign a minimum of two staff auditors to conduct field work.

Fee Schedule -

The proposed contract specifies a fixed fee to conduct each of the annual financial audits during the term of the agreement, as follows:

DESCRIPTION	AUDIT FEE				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<i>Annual Audit</i>	\$44,000	\$44,000	\$45,300	\$46,700	\$48,100
<i>Maximum Out of Pocket Travel Costs (will not be billed if not incurred)</i>	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<i>Maximum Total</i>	\$49,000	\$49,000	\$50,300	\$51,700	\$53,100

If the District requires a Federal Single Audit, our fees would be \$2,500 per major program required to be audited. (Major programs are only required when federal grant expenditures exceed \$750,000 in a fiscal year).

Annual Engagement Letter(s) -

The proposed professional services agreement included with this agenda item serves as the master contract covering terms and conditions over the course of a contemplated multi-year agreement between the District and Davis Farr LLP for the provision of audit services. It should be noted that annually, prior to the

commencement of any work related to the annual audit, a formal Engagement Letter will be presented to the Audit Committee and executed by the Chair of the Audit Committee. The annual engagement letters are required under Government Auditing Standards, and will outline the roles, responsibilities, schedule and deliverables related to each individual annual audit.

Additional Services -

The proposed contract contemplates the possibility that the District's Independent Auditor may be requested to undertake additional work, at the request of the District, that falls outside the scope of the annual audit.

For any additional work performed outside the engagement for the annual financial audit, the consultant will invoice the District for actual hours expended, based on the following rates:

	Hourly Rate
<i>Partners</i>	\$180
<i>Managers</i>	\$130
<i>Supervisor/Senior</i>	\$110
<i>Staff</i>	\$90

IV. FINANCIAL IMPACT

The proposed contract provides for audit services related to the annual audit of the District's financial statements and transaction records on a fixed-fee basis. The fees are established at an annual not-to-exceed amount ranging from \$49,000 for the first year and increasing annual to a not-to-exceed amount of \$53,100 for the fifth year.

Funding to cover the District's cost of the annual independent audit is provided within the approved annual budget, allocated to each of the major funds included in each annual audit. The proposed fees included in this contract are within the cost associated with each of the recent annual audits performed by the District's previous independent auditor.

V. CONCLUSION

It is recommended that the Board of Trustees make a motion to authorize the General Manager and Audit Committee Chair to execute a professional services contract with Davis Farr, LLP to provide Independent Audit Services to the District for up to a five-year period, commencing with the annual independent audit for the fiscal year ending June 30, 2021, through the fiscal year ending June 30, 2025.

Attachments:

- 1) Professional Services Agreement for Provision of Independent Audit Services – Davis Farr LLP
- 2) Proposal for Professional Audit Services – Davis Farr LLP

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
PROFESSIONAL SERVICES AGREEMENT
FOR SERVICES TO BE PROVIDED
ON A TASK ORDER BASIS**

PURCHASE ORDER NUMBER: _____

1. PARTIES AND DATE.

This Agreement is made and entered into this ____ day of _____, 2021, by and between the Incline Village General Improvement District, a Nevada general improvement district (“District”) and Davis Farr LLP a California limited liability partnership, with its principal place of business at 2301 Dupont Drive, Suite 200, Irvine, CA 96212 (“Consultant”). The District and Consultant are sometimes individually referred to as “Party” and collectively as “Parties.”

2. RECITALS.

2.1 District. District is a general improvement district organized under the laws of the State of Nevada, with power to contract for services necessary to achieve its purpose.

2.2 Consultant. Consultant desires to perform and assume responsibility for the provision of certain professional services required by the District on the terms and conditions set forth in this Agreement. Consultant represents that it is experienced in providing audit services to public clients, is licensed in the State of Nevada, and is familiar with the plans of District.

2.3 Project. District desires to engage Consultant to render professional services on a task order basis for various projects within the District. The term “Project”, as used herein, shall mean the project described in the Task Orders (defined below in Section 3.1.1).

3. TERMS.

3.1 Scope of Services and Term.

3.1.1 General Scope of Services. Consultant promises and agrees to furnish to the District, on a task order basis, all labor, materials, tools, equipment, services, and incidental and customary work necessary to fully and adequately supply annual independent audit services, to including audit of the annual financial statements, Comprehensive Annual Financial Report (CAFR) and preparation of related auditor’s reports, necessary for the Project (“Services”). The types of services to be provided are more particularly described in Exhibit “A” attached hereto and incorporated herein by reference. No Services shall be performed unless authorized by an engagement letter and task order executed by the District and Consultant (“Task Order”). All Services shall be subject to, and performed in accordance with this Agreement, the relevant Task Order, the exhibits attached hereto and incorporated herein by reference, and all applicable local, state and federal laws, rules and regulations.

3.1.2 Term. The term of this Agreement shall be from March ____, 2021 to February 28, 2026, unless earlier terminated as provided herein. Consultant shall complete the Services within the term of this Agreement, and shall meet any other established schedules and deadlines set forth in the Task Order. The District shall have the unilateral option, at its sole discretion, to renew this Agreement annually for no more than three additional one-year terms.

3.2 Responsibilities of Consultant.

3.2.1 Control and Payment of Subordinates; Independent Contractor. The Services shall be performed by Consultant or under its supervision. Consultant will determine the means, methods and details of performing the Services subject to the requirements of this Agreement and such directions and amendments from District as herein provided. The District retains Consultant on an independent contractor basis and not as an employee. No employee or agent of Consultant shall become an employee of District. Any additional personnel performing the Services under this Agreement on behalf of Consultant shall also not be employees of the District and shall at all times be under Consultant's exclusive direction and control. Consultant shall pay all wages, salaries, and other amounts due such personnel in connection with their performance of Services under this Agreement and as required by law. Consultant shall be responsible for all reports and obligations respecting such additional personnel, including, but not limited to: social security taxes, income tax withholding, unemployment insurance, disability insurance, and workers' compensation insurance.

3.2.2 Schedule of Services. Consultant shall perform the Services expeditiously, within the term of this Agreement, and in accordance with the specific schedule that shall be set forth in the Task Order ("Schedule of Services"). Consultant represents that it has the professional and technical personnel required to perform the Services in conformance with such conditions. In order to facilitate Consultant's conformance with each Schedule, the District shall respond to Consultant's submittals in a timely manner. Upon the District's request, Consultant shall provide a more detailed schedule of anticipated performance to meet the relevant Schedule of Services.

3.2.3 Conformance to Applicable Requirements. All work prepared by Consultant shall be subject to the District's approval.

3.2.4 Substitution of Key Personnel. Consultant has represented to the District that certain key personnel will perform and coordinate the Services under this Agreement. Should one or more of such personnel become unavailable, Consultant may substitute other personnel of at least equal competence subject to the District's written approval. In the event that the District and Consultant cannot agree as to the substitution of key personnel, the District shall be entitled to terminate this Agreement for cause. As discussed below, any personnel who fail or refuse to perform the Services in a manner acceptable to the District, or who are determined by the District to be uncooperative, incompetent, a threat to the adequate or timely completion of the Project or a threat to the safety of persons or property, shall be promptly removed from the Project by the Consultant at the request of the District.

The key personnel for performance of this Agreement are as follows:

Jennifer Farr, CPA, MBA, Partner
Dean Votava, CPA, Quality Control Reviewer

Jeff Ball, CPA, Senior Manager
Shelby Kuryllo, Audit Supervisor
Diego Vanegas, CPA, CISA, CITP, Partner

3.2.5 District's Representative. The District hereby designates Indra Winqest, General Manager, or his or her designee, to act as its representative for the performance of this Agreement ("District's Representative"). The District's Representative shall have the power to act on behalf of the District for all purposes under this Contract. Consultant shall not accept direction or orders from any person other than the District's Representative or his or her designee. The District may update the District's Representative with written notice to Consultant.

3.2.6 Consultant's Representative. Consultant hereby designates Jennifer Farr, Partner, her designee, to act as its representative for the performance of this Agreement ("Consultant's Representative"). Consultant's Representative shall have full authority to represent and act on behalf of the Consultant for all purposes under this Agreement. The Consultant's Representative shall supervise and direct the Services, using his best skill and attention, and shall be responsible for all means, methods, techniques, sequences and procedures and for the satisfactory coordination of all portions of the Services under this Agreement. The Consultant may update the Consultant's Representative with written notice to District.

3.2.7 Coordination of Services. Consultant agrees to work closely with the District staff in the performance of Services and shall be available to the District's staff, consultants and other staff at all reasonable times.

3.2.8 Standard of Care; Performance of Employees. Consultant shall perform all Services under this Agreement in a skillful and competent manner, consistent with the standards generally recognized as being employed by professionals in the same discipline in the State of Nevada. Consultant represents and maintains that it is skilled in the professional calling necessary to perform the Services. Consultant warrants that all employees and subcontractors shall have sufficient skill and experience to perform the Services assigned to them. Finally, Consultant represents that it, its employees and subcontractors have all licenses, permits, qualifications and approvals of whatever nature that are legally required to perform the Services, including a Washoe County Business License, and that such licenses and approvals shall be maintained throughout the term of this Agreement. As provided for in the indemnification provisions of this Agreement, Consultant shall perform, at its own cost and expense and without reimbursement from the District, any services necessary to correct errors or omissions which are caused by the Consultant's failure to comply with the standard of care provided for herein. Any employee of the Consultant or its sub-consultants who is determined by the District to be uncooperative, incompetent, a threat to the adequate or timely completion of the Project, a threat to the safety of persons or property, or any employee who fails or refuses to perform the Services in a manner acceptable to the District, shall be promptly removed from the Project by the Consultant and shall not be re-employed to perform any of the Services or to work on the Project.

3.2.9 Laws and Regulations. Consultant shall keep itself fully informed of and in compliance with all local, state and federal laws, rules and regulations in any manner affecting the performance of the Project or the Services, and shall give all notices required by law. If

required, Consultant shall assist District, as requested, in obtaining and maintaining all permits required of Consultant by federal, state and local regulatory agencies. Consultant shall be liable for all violations of local, state and federal laws, rules and regulations in connection with the Project and the Services. If the Consultant performs any work knowing it to be contrary to such laws, rules and regulations and without giving written notice to the District, Consultant shall be solely responsible for all costs arising therefrom. Consultant shall defend, indemnify and hold the District, its officials, directors, officers, employees and agents free and harmless, pursuant to the indemnification provisions of this Agreement, from any claim or liability arising out of any failure or alleged failure to comply with such laws, rules or regulations.

3.2.10 Insurance.

3.2.10.1 Time for Compliance. Consultant shall not commence the Services under this Agreement until it has provided evidence satisfactory to the District that it has secured all insurance required under this section. In addition, Consultant shall not allow any subcontractor to commence work on any subcontract until it has provided evidence satisfactory to the District that the subcontractor has secured all insurance required under this section.

3.2.10.2 Minimum Requirements. Consultant shall, at its expense, procure and maintain for the duration of the Agreement insurance meeting the requirements set forth herein. Consultant shall also require all of its subcontractors to procure and maintain the same insurance for the duration of the Agreement. Such insurance shall meet at least the following minimum levels of coverage:

(A) Minimum Limits of Insurance. Consultant shall maintain limits no less than: (1) *General Liability*: \$1,000,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with general aggregate limit is used, either the general aggregate limit shall apply separately to this Agreement/location or the general aggregate limit shall be twice the required occurrence limit; (2) *Automobile Liability*: \$1,000,000 combined single limit (each accident) for bodily injury and property damage; and (3) *Industrial Insurance*: Workers' Compensation limits as required by the Labor Code of the State of Nevada. Employer's Liability limits of \$1,000,000 per accident for bodily injury or disease; and (4) *Professional Liability/Errors and Omissions*: Consultant shall procure and maintain, and require its sub-consultants to procure and maintain, for a period of five (5) years following completion of the Services, professional liability/errors and omissions liability insurance appropriate to their profession. Such insurance shall be in an amount not less than \$1,000,000 per claim, and shall be endorsed to include contractual liability. "Covered Professional Services" as designated in the Professional Liability/Errors and Omissions policy must specifically include work performed under this Agreement.

Requirements of specific coverage or limits contained in this section are not intended as a limitation on coverage, limits, or other requirement, or a waiver of any coverage normally provided by any insurance. Any available coverage shall be provided to the parties required to be named as additional insured pursuant to this Agreement. Defense costs shall be payable in addition to the limits.

3.2.10.3 Insurance Endorsements. The insurance policies shall contain the following provisions, or Consultant shall provide endorsements on forms supplied or approved by the District to add the following provisions to the insurance policies:

(A) Commercial General Liability. The commercial general liability policy shall be endorsed to provide the following: (1) the District, its directors, officials, officers, employees, agents and volunteers shall be covered as additional insureds; (2) the insurance coverage shall be primary insurance as respects the District, its directors, officials, officers, employees, agents and volunteers, or if excess, shall stand in an unbroken chain of coverage excess of the Consultant's scheduled underlying coverage. Any insurance or self-insurance maintained by the District, its directors, officials, officers, employees, agents and volunteers shall be excess of the Consultant's insurance and shall not be called upon to contribute with it in any way; and (3) the insurance coverage shall contain or be endorsed to provide waiver of subrogation in favor of the District, its directors, officials, officers, employees, agents and volunteers or shall specifically allow Consultant to waive its right of recovery prior to a loss. Consultant hereby waives its own right of recovery against District, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

(B) Automobile Liability. The automobile liability policy shall be endorsed to provide the following: (1) the District, its directors, officials, officers, employees, agents and volunteers shall be covered as additional insureds with respect to the ownership, operation, maintenance, use, loading or unloading of any auto owned, leased, hired or borrowed by the Consultant or for which the Consultant is responsible; (2) the insurance coverage shall be primary insurance as respects the District, its directors, officials, officers, employees, agents and volunteers, or if excess, shall stand in an unbroken chain of coverage excess of the Consultant's scheduled underlying coverage. Any insurance or self-insurance maintained by the District, its directors, officials, officers, employees, agents and volunteers shall be excess of the Consultant's insurance and shall not be called upon to contribute with it in any way; and (3) the insurance coverage shall contain or be endorsed to provide waiver of subrogation in favor of the District, its directors, officials, officers, employees, agents and volunteers or shall specifically allow Consultant to waive its right of recovery prior to a loss. Consultant hereby waives its own right of recovery against District, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

(C) Industrial (Workers' Compensation and Employers Liability) Insurance. The insurer shall agree to waive all rights of subrogation against the District, its directors, officials, officers, employees, agents and volunteers for losses paid under the terms of the insurance policy which arise from work performed by the Consultant.

(D) All Coverages. Each insurance policy required by this Agreement shall be endorsed to state that: (A) coverage shall not be suspended, voided, reduced or canceled except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the District; and (B) any failure to comply with reporting or other provisions of the policies, including breaches of warranties, shall not affect coverage provided to the District, its directors, officials, officers, employees, agents and volunteers.

3.2.10.4 Separation of Insureds; No Special Limitations. All insurance required by this Section shall contain standard separation of insureds provisions. In addition, such insurance shall not contain any special limitations on the scope of protection afforded to the District, its directors, officials, officers, employees, agents and volunteers.

3.2.10.5 Deductibles and Self-Insurance Retentions. Any deductibles or self-insured retentions must be declared to the District.

3.2.10.6 Acceptability of Insurers. Insurance is to be placed with insurers with a current A.M. Best's rating no less than A:VII, admitted to transact in the business of insurance in the State of Nevada, or on the Insurance Commissioner's approved but not admitted list.

3.2.10.7 Verification of Coverage. Consultant shall furnish the District with original certificates of insurance and endorsements effecting coverage required by this Agreement on forms satisfactory to the District. The certificates and endorsements for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf, and shall be on forms provided by the District if requested. All certificates and endorsements must be received and approved by the District before work commences. The District reserves the right to require complete, certified copies of all required insurance policies, at any time.

3.2.10.8 Subconsultants. Consultant shall not allow any subcontractors or subconsultants to commence work on any subcontract until they have provided evidence satisfactory to the District that they have secured all insurance required under this section. Policies of commercial general liability insurance provided by such subcontractors or subconsultants shall be endorsed to name the District as an additional insured using ISO form CG 20 38 04 13 or an endorsement providing the exact same coverage. If requested by Consultant, District may approve different scopes or minimum limits of insurance for particular subcontractors or subconsultants.

3.2.10.9 Compliance With Coverage Requirements. If at any time during the life of the Agreement, any policy of insurance required under this Agreement does not comply with these specifications or is canceled and not replaced, District has the right but not the duty to obtain the insurance it deems necessary and any premium paid by District will be promptly reimbursed by Consultant or District will withhold amounts sufficient to pay premium from Consultant payments. In the alternative, District may terminate this Agreement for cause.

3.2.11 Safety. Consultant shall execute and maintain its work so as to avoid injury or damage to any person or property. In carrying out its Services, the Consultant shall at all times be in compliance with all applicable local, state and federal laws, rules and regulations, and shall exercise all necessary precautions for the safety of employees appropriate to the nature of the work and the conditions under which the work is to be performed.

3.3 Fees and Payments.

3.3.1 Compensation. Consultant shall receive compensation, including authorized reimbursements, for all Services rendered under this Agreement at the rates set forth in Exhibit "B" attached hereto and incorporated herein by reference. The total compensation per Task Order shall be set forth in the Task Order, and shall not exceed such amount without written approval of the District's Representative. Extra Work may be authorized, as described below; and if authorized, said Extra Work will be compensated at the rates and manner set forth in this Agreement.

3.3.2 Payment of Compensation. Consultant shall submit to District a monthly itemized invoice which indicates work completed and hours of Services rendered by Consultant. The invoice shall describe the amount of Services and supplies provided since the initial commencement date of Services under this Agreement, and since the start of the subsequent billing periods, through the date of the invoice (“Project Task Tracking Sheet”). Invoices shall be sent to the attention of Director of Finance at the address set forth in Section 3.5.2. Consultant shall include a Project Task Tracking Sheet with each invoice submitted. District shall, within forty-five (45) days of receiving such invoice and Project Task Tracking Sheet, review the invoice and pay all approved charges thereon.

3.3.3 Reimbursement for Expenses. Consultant shall not be reimbursed for any expenses unless authorized under Exhibit “B” or otherwise in writing by the District.

3.3.4 Extra Work. At any time during the term of this Agreement, the District may request that Consultant perform Extra Work. As used herein, “Extra Work” means any work which is determined by the District to be necessary for the proper completion of the Project, but which the Parties did not reasonably anticipate would be necessary at the execution of this Agreement. Consultant shall not perform, nor be compensated for, Extra Work without written authorization from the District’s Representative. Where Extra Work is deemed merited by the District, an amendment to this Agreement shall be prepared by the District and executed by both Parties before performance of such Extra Work, or the District will not be required to pay for the changes in the scope of work. Such amendment shall include the change in fee and/or time schedule associated with the Extra Work. Amendments for Extra Work shall not render ineffective or invalidate unaffected portions of this Agreement

3.4 Accounting Records.

3.4.1 Maintenance and Inspection. Consultant shall maintain complete and accurate records with respect to all costs and expenses incurred under this Agreement. All such records shall be clearly identifiable. Consultant shall allow a District representative during normal business hours to examine, audit, and make transcripts or copies of such records and any other documents created pursuant to this Agreement. Consultant shall allow inspection of all work, data, documents, proceedings, and activities related to the Agreement for a period of three (3) years from the date of final payment under this Agreement.

3.5 General Provisions.

3.5.1 Termination of Agreement.

3.5.1.1 Grounds for Termination. The District may, by written notice to Consultant, terminate the whole or any part of this Agreement at any time and without cause by giving written notice to Consultant of such termination, and specifying the effective date thereof, at least seven (7) days before the effective date of such termination. Upon termination, Consultant shall be compensated only for those services which have been adequately rendered to the District, and Consultant shall be entitled to no further compensation. Consultant may not terminate this Agreement except for cause. Consultant shall not be entitled to payment for unperformed Services, and shall not be entitled to damages or compensation for termination of this Agreement by District except for the amounts authorized herein.

3.5.1.2 Effect of Termination. If this Agreement is terminated as provided herein, the District may require Consultant to provide all finished or unfinished Documents and Data (defined below) and other information of any kind prepared by Consultant in connection with the performance of Services under this Agreement. Consultant shall be required to provide such documents and other information within fifteen (15) days of the request.

3.5.1.3 Additional Services. In the event this Agreement is terminated in whole or in part as provided herein, the District may procure, upon such terms and in such manner as it may determine appropriate, services similar to those terminated.

3.5.2 Delivery of Notices. All notices permitted or required under this Agreement shall be given to the respective Parties at the following address, or at such other address as the respective parties may provide in writing for this purpose:

District

Incline Village General Improvement
District
893 Southwood Blvd.
Incline Village, NV 89451
Attn: Paul Navazio,
Director of Finance

Consultant

Davis Farr, LLP
18201 Von Karman Ave, Suite 1100
Irvine, CA 92612
Attn: Jennifer Farr, Partner

Such notice shall be deemed made when personally delivered or when mailed, forty-eight (48) hours after deposit in the U.S. Mail, first class postage prepaid and addressed to the Party at its applicable address. Actual notice shall be deemed adequate notice on the date actual notice occurred, regardless of the method of service.

3.5.3 Ownership of Materials and Confidentiality.

3.5.3.1 Documents & Data. All source code, reports, programs, manuals, disks, tapes, and any other material prepared by or worked upon by Consultant for the Services shall be the exclusive property of the District, and the District shall have the right to obtain from Consultant and to hold in District's name copyrights, trademark registrations, patents, or whatever protection Consultant may appropriate to the subject matter. Consultant shall provide District with all assistance reasonably required to perfect the rights in this subsection.

3.5.3.2 Confidentiality. All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input record data, written information, and other Documents and Data either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidential by Consultant. Such materials shall not, without the prior written consent of the District, be used by Consultant for any purposes other than the performance of the Services. Nor shall such materials be disclosed to any person or entity not connected with the performance of the Services or the Project. Nothing furnished to Consultant which is otherwise known to Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use the District's name or insignia, photographs of the Project, or any publicity pertaining to the Services or the Project in any magazine, trade paper, newspaper, television or radio production or other similar medium without the prior written consent of the District.

3.5.4 Cooperation; Further Acts. The Parties shall fully cooperate with one another, and shall take any additional acts or sign any additional documents as may be necessary, appropriate or convenient to attain the purposes of this Agreement.

3.5.5 Attorney's Fees. If either Party commences an action against the other Party, either legal, administrative or otherwise, arising out of or in connection with this Agreement, the prevailing party in such litigation shall be entitled to have and recover from the losing party reasonable attorney's fees and all other costs of such action.

3.5.6 Indemnification. To the fullest extent permitted by law, Consultant shall defend, indemnify and hold the District, its officials, officers, employees, volunteers, and agents free and harmless from any and all claims, demands, causes of action, costs, expenses, liability, loss, damage or injury, in law or equity, to property or persons, including wrongful death, in any manner arising out of, pertaining to, or relating to any negligence or willful misconduct of Consultant, its officials, officers, employees, agents, consultants, and contractors arising out of or in connection with the performance of the Services, the Project, this Agreement, or any Task Order, including without limitation the payment of all consequential damages, expert witness fees, and attorney's fees and other related costs and expenses. Consultant shall defend, at Consultant's own cost, expense and risk, any and all such aforesaid suits, actions or other legal proceedings of every kind that may be brought or instituted against District, its directors, officials, officers, employees, agents, or volunteers. Consultant shall pay and satisfy any judgment, award or decree that may be rendered against District or its directors, officials, officers, employees, agents, or volunteers, in any such suit, action or other legal proceeding. Consultant's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by the District, its directors, officials officers, employees, agents or volunteers.

3.5.7 Entire Agreement. This Agreement contains the entire Agreement of the Parties with respect to the subject matter hereof, and supersedes all prior negotiations, understandings or agreements. This Agreement may only be modified by a writing signed by both Parties.

3.5.8 Governing Law. This Agreement shall be governed by the laws of the State of Nevada. Venue shall be in Washoe County.

3.5.9 Time of Essence. Time is of the essence for each and every provision of this Agreement.

3.5.10 District's Right to Employ Other Consultants. The District reserves right to employ other consultants in connection with this Project.

3.5.11 Successors and Assigns. This Agreement shall be binding on and shall inure to the benefit of the successors in interest, executors, administrators and assigns of each Party.

3.5.12 Assignment or Transfer. Consultant shall not assign, hypothecate, or transfer, either directly or by operation of law, this Agreement or any interest herein without the prior written consent of the District. Any attempt to do so shall be null and void, and any assignees, hypothecates or transferees shall acquire no right or interest by reason of such attempted assignment, hypothecation or transfer.

3.5.13 Subcontracting. Consultant shall not subcontract any portion of the work required by this Agreement, except as expressly stated herein, without prior written approval of District. Subcontracts, if any, shall contain a provision making them subject to all provisions stipulated in this Agreement.

3.5.14 Construction; References; Captions. Since the Parties or their agents have participated fully in the preparation of this Agreement, the language of this Agreement shall be construed simply, according to its fair meaning, and not strictly for or against any Party. Any term referencing time, days or period for performance shall be deemed calendar days and not work days. All references to Consultant include all personnel, employees, agents, and subcontractors of Consultant, except as otherwise specified in this Agreement. All references to the District include its officials, officers, employees, agents, and volunteers except as otherwise specified in this Agreement. The captions of the various articles and paragraphs are for convenience and ease of reference only, and do not define, limit, augment, or describe the scope, content, or intent of this Agreement.

3.5.15 Amendment; Modification. No supplement, modification, or amendment of this Agreement shall be binding unless executed in writing and signed by both Parties.

3.5.16 Waiver. No waiver of any default shall constitute a waiver of any other default or breach, whether of the same or other covenant or condition. No waiver, benefit, privilege, or service voluntarily given or performed by a Party shall give the other Party any contractual rights by custom, estoppel, or otherwise.

3.5.17 No Third Party Beneficiaries. There are no intended third party beneficiaries of any right or obligation assumed by the Parties.

3.5.18 Invalidity; Severability. If any portion of this Agreement is declared invalid, illegal, or otherwise unenforceable by a court of competent jurisdiction, the remaining provisions shall continue in full force and effect.

3.5.22 Authority to Enter Agreement. Consultant has all requisite power and authority to conduct its business and to execute, deliver, and perform the Agreement. Each Party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and bind each respective Party.

3.5.23 Counterparts. This Agreement may be signed in counterparts, each of which shall constitute an original.

3.5.24 Limitation of Liability. The District does not and will not waive and expressly reserves all available defenses and limitations contained in Chapter 41 of the Nevada Revised Statutes.

3.5.25 Non-Appropriations. The District may terminate this Agreement, effective immediately upon receipt of written notice on any date specified if for any reason the District's funding source is not appropriated or is withdrawn, limited, or impaired.

[Signatures on Following Page]

**SIGNATURE PAGE
TO
INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
PROFESSIONAL SERVICES AGREEMENT
FOR SERVICES TO BE PROVIDED
ON A TASK ORDER BASIS**

**INCLINE VILLAGE GENERAL
IMPROVEMENT DISTRICT**

Davis Farr LLP

By: _____
Indra Winquest
General Manager

By: _____
Jennifer Farr
Partner

Attest:

By: _____
[INSERT NAME]
[INSERT TITLE]

EXHIBIT “A”

SCOPE OF SERVICES

This Exhibit provides a general description of the scope of work and objectives described in the District’s Request for Proposal and the Consultant’s proposal in response to the RFP.

The annual Engagement Letter(s) to be executed by the District through the Board-appointed Audit Committee will establish specific workplans, schedules, responsibilities and deliverable for each annual independent financial audit.

Consultant will perform an audit examination of the financial statements of the Incline Village General Improvement District for the fiscal years ending June 30, 2021 through 2025. Consultant’s examination will be conducted in accordance with generally accepted auditing standards, the AICPA Audit and Accounting Guide, Audits of State and Local Government Units, and the Government Auditing Standards issued by the Comptroller General of the United States. We will review the District draft of the Comprehensive Annual Financial Report and provide an opinion on the report.

If needed, Consultant will perform a compliance audit of federal expenditures in accordance with the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards in any year the District has federal expenditures of more than \$750,000.

Consultant will issue a report on compliance and internal control over financial reporting based on an audit of financial statements in accordance with Government Auditing Standards.

Consultant will issue a report on compliance with the applicable provisions of NRS 354 or other Nevada Revised Statutes or Nevada Administrative Code requiring such disclosure.

Consultant will prepare a letter to the Board of Directors summarizing the audit results in accordance with the Codification of Auditing Standards Section 260.

Consultant will prepare a letter to the Board of Directors reporting matters dealing with internal control that meet the threshold of being a significant deficiency or material weakness, as defined by the Codification of Auditing Standards Section 265. Consultant will immediately report any irregularities or illegal acts that come to our attention to management and/or those charged with governance.

Consultant will meet with the Audit Committee or Board of Directors to discuss the audit at the audit results.

Consultant will serve as advisors to the District regarding generally accepted accounting principles. Throughout the year, the management and other finance personnel of the District will

have access to us to seek advice in the application of generally accepted accounting principles, advice regarding debt issuance, financial statement preparation and content, tax and any other matters relating to the District. Each year, Consultant will go over upcoming accounting standards in a meeting with District staff.

EXHIBIT “B”
COMPENSATION

Annual Financial Audit -

Consultant will be compensated for work performed in conjunction with the annual audit based on a fixed fee, as follows:

DESCRIPTION	AUDIT FEE				
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<i>Annual Audit</i>	\$44,000	\$44,000	\$45,300	\$46,700	\$48,100
<i>Maximum Out of Pocket Travel Costs (will not be billed if not incurred)</i>	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
<i>Maximum Total</i>	\$49,000	\$49,000	\$50,300	\$51,700	\$53,100

If the District requires a Federal Single Audit, fees would be \$2,500 per major program required to be audited. Generally speaking, major programs are only required when federal grant expenditures exceed \$750,000 in a fiscal year.

Additional work -

For any additional work performed outside the engagement for the annual financial audit, the consultant will invoice the District for actual hours expended, based on the following rates:

	Hourly Rate
<i>Partners</i>	\$180
<i>Managers</i>	\$130
<i>Supervisor/Senior</i>	\$110
<i>Staff</i>	\$90

Manner of Payment

Consultant will bill for services based on hours of work completed during the course of the engagement and actual out-of-pocket expenses incurred.



INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

Prepared By:
Davis Farr LLP
2301 Dupont Drive, Suite 200
Irvine, CA 92612

December 14, 2020

Contact Person:
Jennifer Farr, CPA, MBA | Partner
Office: 949.474.2020 | Direct: 949.783.1740
Email: jfarr@davisfarr.com

Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

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APPENDIX

Peer Review Documentation

December 14, 2020

Incline Village General Improvement District
Paul Navazio, Director of Finance
893 Southwood Boulevard
Incline Village, NV 89451

Dear Mr. Navazio,

We are pleased to provide our proposal to perform audit services to the Incline Village General Improvement District (the "District") for the fiscal years ending June 30, 2021 through 2025.

Our service philosophy is one of open and constant communication, a proactive approach and responsive, value-added services. We will listen to your ideas and concerns and will bring creative solutions to you in both financial and other operational areas. We are aware that while the District has solicited numerous proposals, Davis Farr LLP would be your best selection for the following reasons which are set forth in greater detail in our proposal:

- We currently provide audit services to 31 cities in California and many special districts in California and Nevada, including the Tahoe Regional Planning Agency and the Tahoe Transportation District. Our deep understanding of the issues facing California and Nevada governments enables us to provide high quality audit services to the Incline Village General Improvement District.
- We take a proactive leadership role in local government accounting and auditing issues. We serve on the Government Accounting and Audit Committee of the Cal CPA Society, the CSMFO Professional Standards Committee and are frequent speakers on technical topics at conferences and training events throughout California.
- We extensively utilize data mining software to evaluate anomalies in your accounting data. This helps focus our auditors' attention on potential errors in the accounting records and transactions that could be more susceptible to fraud.

We appreciate the opportunity to share our credentials and look forward to developing our professional relationship. Our proposal remains a firm and irrevocable offer 90 days. I look forward to you contacting me so that I may answer further any questions which you may have. You may contact me at (949) 783-1740.

Very truly yours,



Jennifer Farr, CPA, MBA
Partner

Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

Section A – About Davis Farr LLP

Background Information – Davis Farr LLP is a full service regional accounting firm that specializes in providing attest and advisory services to federal, state, and local governments as well as non-profit entities out of our Irvine, Carlsbad, and Tacoma offices. This engagement would be serviced by our Irvine office. Our personnel have served governmental and non-profit entities for over 40 years. A breakdown of our government audit personnel by classification is as follows:

Classification	Number of Employees
<i>Partners</i>	7
<i>Managers</i>	8
<i>Supervisors</i>	4
<i>Seniors</i>	17
<i>Staff</i>	13
<i>Administrative</i>	3
<i>Total personnel</i>	52

License to Practice in Nevada– Davis Farr LLP and all key personnel are licensed with the California State Board of Accountancy to practice as independent certified public accountants. We are also licensed to practice in Nevada.

Independence – Davis Farr LLP is independent with respect to the Incline Village General Improvement District or any of its component unites as defined by U.S. General Accounting Office’s *Government Auditing Standards* and Generally Accepted Auditing Standards. Neither Davis Farr LLP nor the key personnel have any potential or real conflicts of interest. Davis Farr LLP has not provided any services to the Incline Village General Improvement District over the past five years.

Insurance – Davis Farr LLP has sufficient insurance coverage to meet or exceed the District’s requirements and will provide insurance certificates to the District prior to entering into a contract.

Quality Control – Davis Farr LLP and its Partners are members of the American Institute of Certified Public Accountants (AICPA) and is a member of the AIPCA’s Government Audit Quality Center. Our firm is a voluntary participant in the AICPA Peer Review Program. Included in the appendix is our most recent Peer Review report where our firm received a *Pass*. A *Pass* demonstrates the highest level of quality control in a Peer Review. The Peer Review included a review of government engagements. Davis Farr LLP has not had any federal or state desk reviews or field reviews during the past three years with the exception of a review performed by the Department of Transportation (DOT). The report concluded that our audit work complied with the requirements of the single audit act, the uniform guidance, and DOT’s major programs and included a recommendation related to documentation. There has been no disciplinary action taken or pending against the firm during the past three years with state regulatory bodies or professional organizations.

Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

Training – Every professional of the firm must enroll in continuing professional education courses. Each person is required to take at least 80 hours of training over a two-year period including 24 hours a year specific to government accounting and audit topics. Courses cover a wide spectrum of professional and technical subjects, and include Fraud Auditing, Professional Ethics and Governmental Accounting and Auditing topics to help the practitioner maintain his/her professional expertise.

PROFESSIONAL AFFILIATIONS

Government Audit Quality Center – Davis Farr LLP is a member of the Government Audit Quality Center (GAQC). The GAQC promotes the importance of quality governmental audits and the value of such audits to purchasers of governmental audit services. GAQC is a voluntary membership center for CPA firms and state audit organizations that perform governmental audits.

National Registry of CPE Sponsors – Davis Farr LLP is registered to provide continuing professional education through the National Association of State Board of Accountancy (NASBA). NASBA recognizes CPE program sponsors who provide continuing professional education programs in accordance with nationally recognized standards.



Cal CPA – Many of the CPAs employed by Davis Farr LLP are members of Cal CPA and regularly participate in chapter meetings, education, and events. Cal CPA recognized one of Davis Farr LLP's partners with their *Women to Watch* award in the Experienced Leader category. Davis Farr will be presenting at the upcoming **Women's Leadership Forum** in June 2020. Davis Farr LLP partners are also members of the **Governmental Accounting and Auditing Committee** of the CalCPA.



American Institute of CPAs – Davis Farr LLP and the firm's Partners are members of the American Institute of CPAs (AICPA). The AICPA develops standards for audits, provides educational guidance materials to its members, and monitors and enforces compliance with the profession's technical and ethical standards.

CSMFO – The Partners of Davis Farr LLP are members of the California Society of Municipal Finance Officers (CSMFO), the statewide organization serving all California municipal finance professionals. Firm personnel regularly attend CSMFO Chapter Meetings and Conferences. The Partners of Davis Farr LLP are frequent presenters on accounting and auditing technical topics at Chapter Meetings and Conferences.



Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

GFOA – The Government Finance Officers Association (GFOA) enhances and promotes the professional management of governmental financial resources by identifying, developing, and advancing fiscal strategies, policies, and practices for the public benefit. The Partners of Davis Farr LLP are members of the Certificate of Achievement Program’s Special Review Committee. The Committee reviews Comprehensive Annual Financial Reports submitted to GFOA for the CAFR Award Program.



Section B – Our Prior Experience Auditing Government Agencies

Davis Farr LLP is a leader in the local government sector throughout the Southern California Area. Currently, we service approximately 60 local, state, and federal government entities. Davis Farr LLP services routinely provided to our clients include, but are not limited to:



Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

Our government expertise includes Cities, Special Districts, and other Governmental entities. Among the government agencies that the professionals of Davis Farr LLP have served recently are the following:

City of Avalon	Cucamonga Valley Water District
City of Carlsbad	Eastern Municipal Water District
City of Commerce	Hass Avocado Board
City of Coronado	Irvine Ranch Water District
City of Costa Mesa	Leucadia Wastewater District
City of Dana Point	Metropolitan Water District of Southern CA
City of Delano	Municipal Water District of Southern California
City of Encinitas	Orange County LAFCO
City of Fontana	Oxnard Housing Authority
City of Fountain Valley	Placer County Water Agency
City of Garden Grove	Salton Sea Authority
City of Huntington Beach	San Diego County Water Authority
City of Laguna Niguel	San Diego Association of Governments
City of Mission Viejo	San Diego LAFCO
City of Poway	San Dieguito Riverpark Authority
City of Rancho Santa Margarita	Sweetwater Authority
City of Santee	Tahoe Regional Planning Agency
City of Victorville	Tahoe Transportation District
County of Woodland	Vallecitos Water District
County of Fresno Housing Authority	Walnut Valley Water District
County of San Diego	West Basin Municipal Water District

Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

Section C – Client References

For your convenience, we have listed below references for audit work currently being performed by Davis Farr LLP personnel for several government agencies in California and Nevada. For each of the references, we currently serve as independent auditors and have served these clients for a number of years.

	Client	Hours	Client Contact	Telephone/Email
1.	Tahoe Regional Planning Agency PO Box 5310 Stateline, NV 89449	500	Chris Keillor Finance Director	775.588.4527 ckeillor@trpa.org
<i>Financial Statement Audit of Agency, Single Audit, and Compliance Audits</i>				
2.	Tahoe Transportation District 1000 Emerald Bay Rd South Lake Tahoe, CA 96150	350	Joanie Schmitt Chief Financial Officer	530.542.8745 jschmitt@tahoetransportation.org
<i>Financial Statement Audit of Agency, Single Audit, and Compliance Audits</i>				
3.	City of Huntington Beach 2000 Main Street Huntington Beach, CA	500	Dahle Bulosan, Interim CFO	714.536.5648 dbulosan@surfcity-hb.org
<i>Agreed-Upon Procedures engagements for Transient Occupancy Taxes.</i>				
4.	City of Garden Grove 11222 Acacia Pkwy Garden Grove, CA	800	Heidy Munoz, Accounting Supervisor	714.741.5055 heidym@ggcity.org
<i>Financial Statement Audit of City, Housing Authority, Single Audit, Agreed-Upon Procedures engagements for Transient Occupancy Taxes, Franchise Taxes, and Revenue agreements.</i>				
5.	City of Poway 13325 Civic Center Drive Poway, CA 92064	400	Aaron Beanan, Director of Finance	858.668.4411 abeanan@poway.org
<i>Financial Statement Audit, Single Audit.</i>				

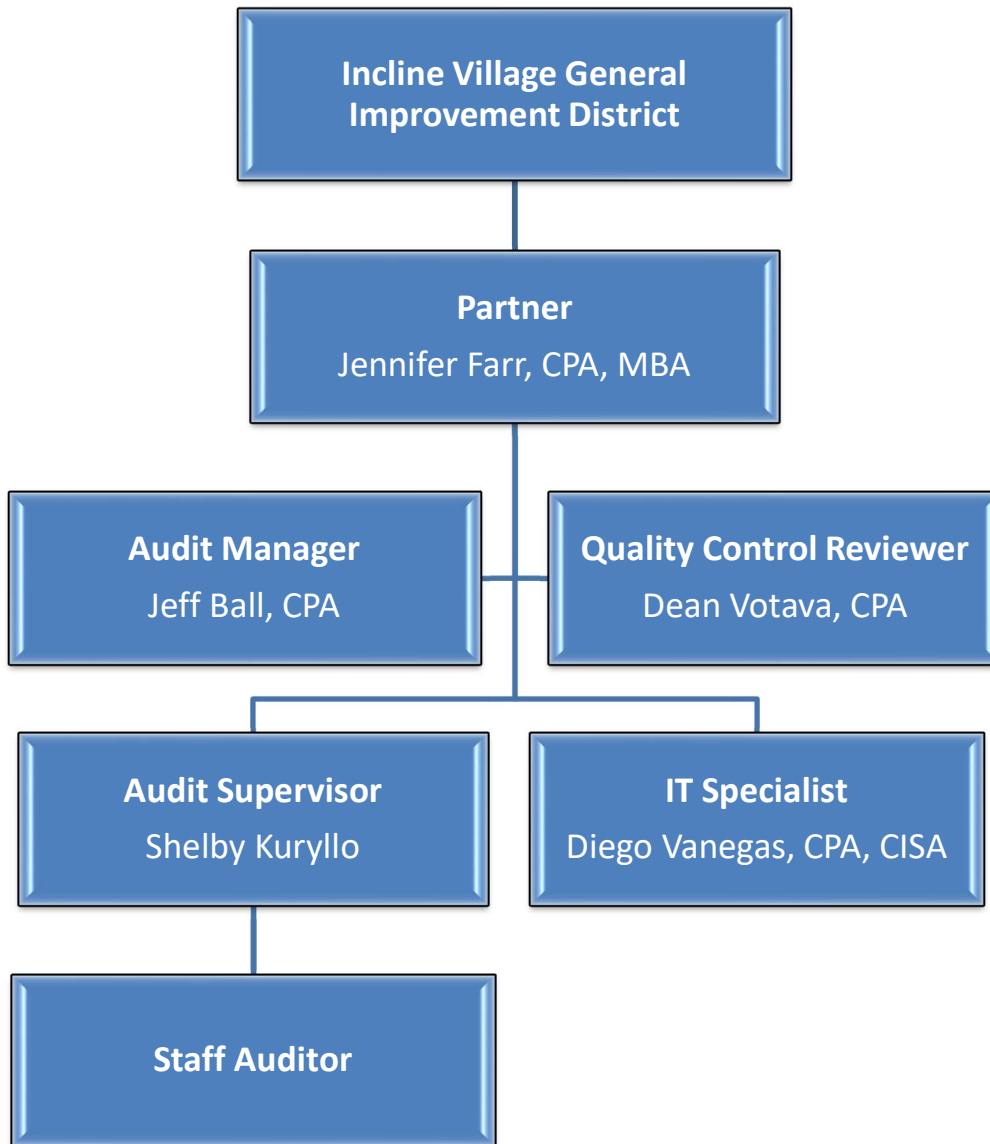
Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

Section D – Partner, Supervisory and Staff Qualifications and Experience

The successful outcome of any audit requires personnel with the managerial and technical skills to perform the work required. The engagement team who will serve the Incline Village General Improvement District have served together as a team of professionals on numerous financial audit examinations of local government entities. While not anticipated, any personnel substitutions will be of equally qualified personnel.

We believe that efficient administrative management and supervision of the audits is an extremely critical factor in achieving the desired results for Incline Village General Improvement District. In that regard, our proposal organizational structure for providing independent auditing services is as follows:



Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

JENNIFER FARR, CPA, MBA

PARTNER

California CPA Certificate No. 76292, October 1998

Ms. Farr will serve as the Partner on this audit. She will oversee the project to ensure all required deadlines are met, provide technical assistance to the audit teams, and review the final reports before they are released. Ms. Farr is a Certified Public Accountant with over 20 years of experience in local government auditing. Ms. Farr is a frequent speaker on matters pertaining to technical issues and new GASB pronouncements. Ms. Farr is also responsible for training in the area of local governmental accounting and auditing.



PROFESSIONAL AFFILIATIONS & AWARDS

- California Society of Certified Public Accountants
 - Government Accounting & Auditing Committee
- California Society of Municipal Finance Officers
 - Professional Standards Committee
- American Institute of Certified Public Accountants
- GFOA CAFR Reviewer
- Recipient of the Cal CPA Women to Watch award in the Experienced Leader category

EDUCATION

- Bachelor of Arts - Business Administration/Accounting (*California State University, Fullerton*)
- Bachelor of Arts - English (*California State University, Fullerton*)
- Master of Business Administration (*California State University, Fullerton*)

AUDITS OF CALIFORNIA CITIES

City of Avalon
City of Benicia
City of Burbank
City of Carlsbad
City of Commerce
City of Campbell
City of Coronado
City of Costa Mesa
City of Culver City
City of Dana Point
City of Delano
City of Encinitas
City of Fontana

City of Fountain Valley
City of Garden Grove
City of Half Moon Bay
City of Hayward
City of Highland
City of Indian Wells
City of Jurupa
City of Hayward
City of La Quinta
City of Mission Viejo
City of National City
City of Orange
City of Palm Springs

City of RSM
City of Rosemead
City of San Bruno
City of Santa Ana
City of Santee
City of Upland
City of Victorville
City of Villa Park
City of Walnut Creek
City of West Covina
City of Whittier
City of Woodland

Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

DEAN VOTAVA, CPA

QUALITY CONTROL REVIEWER

California CPA Certificate No. 64413

Dean Votava will serve as the Quality Control Reviewer on the engagement. Mr. Votava has over 25 years of experience in government auditing, accounting, and consulting. As a second reviewer, Mr. Votava will be involved in approving the audit plan, reviewing key audit workpapers, reviewing all reports, and acting as a second technical resource to the City.



PROFESSIONAL AFFILIATIONS

American Institute of Certified Public Accountants

California Society of Certified Public Accountants

EDUCATION

Bachelor of Business Administration – Accounting
University of North Dakota, Grand Forks

AUDITS OF CALIFORNIA CITIES

Mr. Votava has managed numerous financial statement audits, redevelopment agency audits and OMB Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards for a number of significant local government entities. Some of the California City audit engagements managed by Mr. Votava include the following:

City of Garden Grove

City of Carlsbad

City of Palm Springs

City of West Covina

City of Upland

City of Whittier

City of Pomona

City of La Puente

City of San Bernardino

City of Torrance

City of Mission Viejo

City of Santa Ana

City of Norwalk

City of Hesperia

City of Indio

City of Gilroy

City of Costa Mesa

City of South Gate

City of El Segundo

City of Fontana



Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

JEFF BALL, CPA

SENIOR MANAGER

Mr. Ball has eleven years of audit experience, spending the majority of that time on audits for local government and governments. The types of audits Mr. Ball is involved in include financial audits of cities and special districts and governments; Transient Occupancy Tax and Lease Revenue Compliance Audits for various Cities; Single Audits in accordance with OMB Circular A-133.

EMPLOYMENT HISTORY

Davis Farr LLP: June 2015-current

A Top 10 National CPA Firm: July 2008-June 2015



EDUCATION

Bachelor of Business Economics w/Emphasis in Accounting
University of California Santa Barbara

AUDITS OF GOVERNMENT AGENCIES

During his eleven years of experience, Mr. Ball had performed financial statements audits and OMB Circular A-133 Single Audits for a number of significant local government entities. Some of the more significant audit engagements managed by Mr. Ball include the following:

Beach Cities Heath District	City of Rancho Santa Margarita
Bighorn-Desert View Water Agency	City of Solana Beach
City of Avalon	City of Santee
City of Culver City	City of Whittier
City of Highland	City of Victorville
City of Inglewood	City of Woodland
City of Mission Viejo	City of Irvine TOT AUP
City of Moreno Valley	Eastern Municipal Water District
Hass Avocado Board	San Diego LAFCO

Mr. Ball has significant experience working with federal grant programs typically awarded to local governments. These federal awarding agencies include Department of Housing and Urban Development, Department of Homeland Security, Department of Transportation, Department of Justice, and the Environmental Protection Agency. In addition to this he has been involved in SOC1 Type II audits (formerly SAS 70) for various government benefits administrators.



Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

SHELBY KURLLO
AUDIT SUPERVISOR



Ms. Kuryllo has over five years of audit experience, spending the majority of that time on audits for non-profits, and federal and local government engagements. The types of audits Ms. Kuryllo has been involved in include: financial audits of non-profits, cities and special districts; grant specific audits of funds awarded by Federal, state, and county governments; Single Audits in accordance with OMB Circular A-133; and Federal compliance audits.

EMPLOYMENT HISTORY

Davis Farr LLP July 2015 through present

EDUCATION

Bachelor of Arts in Accounting, Vanguard University of Southern California

RELEVANT EXPERIENCE

AUDITS OF SPECIAL DISTRICTS

Beach Cities Health District
Hass Avocado Board
Placer County Water Agency
Tahoe Regional Planning Agency
Trabuco Canyon Water District

AUDITS OF CITIES

City of Avalon
City of Dana Point
City of Delano
City of Huntington Beach
City of Mission Viejo
City of Rancho Santa Margarita
City of Santee

Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

DIEGO VANEGAS, CPA, CISA, CITP

PARTNER

INTRODUCTION

Diego Vanegas, CPA, CISA, CITP has over 14 years of progressive governmental accounting and audit experience, including extensive compliance audit experience for governmental and non-profit agencies. He has been involved in financial/compliance audits, internal control audits and assessments, operational/performance audits, and cost proposal analysis/price reviews for various governmental agencies. Mr. Vanegas has served in many capacities depending on the size and requirements of the engagements. He has participated in audits of federal agencies such as NSF, CMS, and CNCS, among others. Additionally, Mr. Vanegas has been involved in agreed-upon-procedures and audit engagements of state/local agencies. These engagements have often combined both financial and compliance aspects of the audit as well as Information Technology (IT). Furthermore, he has strong internal control audit experience through the performance of SSAE 16 Service Organization Controls (formerly known as SAS 70) audits of the internal controls of service organizations, as well as knowledge of *Government Auditing Standards*, Office of Management and Budget (OMB) Circular A-87 and the Federal Acquisition Regulations (FAR).

EMPLOYMENT HISTORY

- Davis Farr LLP: Partner – January 1, 2018 – Present
- Davis Farr LLP: Manager – June 2015 – December 31, 2017
- Top 10 National CPA Firm – May 2005 - June 2015

EDUCATION

- Bachelor of Science in Business Administration, with an emphasis in Accounting
California State University - Los Angeles.
- Bachelor of Science in Computer Information Systems, with an emphasis in Business Systems
California State University - Los Angeles.

PROFESSIONAL CERTIFICATIONS

- Certified Public Accountant, State of California, No. 113040
- Certified Information Technology Professional, No. 3298
- Certified Information Systems Auditor

Incline Village General Improvement District

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Section E – Audit Approach

Davis Farr plans and conducts our engagements in the most efficient manner possible, and our audit approach is unique with regard to the following:

- Our firm is sensitive to the priorities and work requirements of our clients. We work around the schedules of our clients when scheduling segments of the audit or requesting documentation in order to minimize disruption of District staff and to complete the audit in a timely manner.
- Whenever possible, we use accounting support already prepared by the District staff to avoid duplication or unnecessary requests for audit supporting schedules. Typically, we request support for balance sheet items, the year ending trial balance and cash and long-term debt confirmations.
- Our firm's expertise is in governmental auditing. Our auditors are GASB experts and skilled at addressing audit issues that are specific to local governments. You will not spend time training our personnel.
- When formulating internal control recommendations, we obtain a thorough understanding of the specific circumstances at your District to provide a tailored, practical recommendation.
- Throughout the year we are a resource to our clients in providing accounting advice, researching technical questions, dealing with tax problems, and helping with other problems as they arise.

Audit Software - We utilize CaseWare audit software for the electronic District of workpapers. We have the ability to accept audit documentation in either hard copy or electronic format. CaseWare allows us the ability to import trial balances that can be provided in either excel or a text document. Some of the benefits of using CaseWare trial balance software are as follows:

- We create our own lead sheets (i.e., analytical review comparison schedules). This limits the amount of time finance staff spends creating audit schedules. Our software automatically generates analytical review reports by account number for ease of analyzing significant fluctuations between fiscal years.
- We can link the financial statement schedules directly to the CaseWare trial balances. As a result, we can provide the District with financial statements almost immediately after receiving the trial balance from the District. Additionally, journal entries are easy to post to the financial statement schedules and the risk of data entry error is minimized.
- We can provide the District with reports showing the coding of the financial statement schedules for ease of review by District staff. These reports show each account coded to a specific financial statement line item as well as journal entries that are posted during the audit.

Data Mining Software

We have a dedicated team of personnel trained to use special data mining software, IDEA. Our software uses source data from your accounting system to search for anomalies, such as duplicate or voided checks, cross-referencing vendor addresses with employee addresses, detecting accounting transactions

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PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

recorded on the weekend, reviewing journal entry postings for unauthorized individuals. The IDEA software identifies specific transactions for the auditors to review for potential fraud or error.

Internal Control Evaluation

Our approach to evaluating internal controls involves observation and inquiry. We spend time with the personnel responsible for the accounting cycles to gain an understanding of the processes. We also carefully evaluate your policies and procedures. After our initial evaluation, we identify key controls in your processes and design test to evaluate the effectiveness of those processes. In the initial year of the audit, we will focus on the following accounting cycles:

- Billing and cash receipting
- Capital assets
- Purchase and disbursements
- Payroll
- Investment and cash controls
- Information systems

In future years, we will review the accounting cycles noted above but also look at other processes such as credit card transactions, petty cash, inventory controls, offsite cash receipting, employee reimbursements, contract compliance, and other areas. Our goal is to modify our audit approach every year to further evaluate your internal controls.

Audit Stage	Procedures Performed and Sampling Approach
<i>Planning and inquiry</i>	<p>During the planning phase of the audit, we plan to perform the following procedures:</p> <ul style="list-style-type: none">• Meet with finance personnel to obtain an understanding of significant transactions during the year.• Communicate with the Board of Directors regarding fraud, compliance with laws, and any concerns they have regarding the finances of the District.• Perform internal control evaluations as noted on the previous page.• Determine materiality levels that will be used in selecting audit transactions.• Perform a risk assessment to develop the audit plan for the year.• Review minutes of Board of Directors meetings.• Review important new contracts, bond documents, and agreements.• Evaluate compliance with investments.• Test purchase orders and contract management.• Test a random sample of 25-40 cash disbursements to determine adherence to policies and internal controls. The sample size is dependent on the auditor's annual risk assessment.• Perform a review of the organization's information systems and controls.

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	<ul style="list-style-type: none"> • Perform compliance testing of federal grants, as necessary. • Review the prior audited financial statements and provide feedback to District staff regarding best practices for financial reporting. • Provide a GASB Update and templates for implementing new accounting standards
<p>Year-End Testing</p>	<p>After the books are closed and ready for audit, we will perform our year-end procedures which include the following:</p> <ul style="list-style-type: none"> • We will confirm 100% of all cash and investment balances and test market values provided by your investment custodians. • We will test for proper cutoffs of accounts receivable and grants receivable. • We will confirm and test material notes and loans receivable. • We will test additions and deletions to capital assets. We will review 65% of ongoing capital projects. We will review depreciation expense for reasonableness. • We will test interfund transactions including due to/due from other funds, advances, and transfers. We will review legal documents supporting loans and test the allowability of transfers out of restricted funds. • We will test current liabilities and perform a search for unrecorded liabilities. • We will review unearned revenue balances for proper cutoffs. • We will test the balances of accrued payroll and employee related liabilities. • We will confirm long-term debt with independent parties. • In years of new debt issuances, we will review the journal entry to record the debt to ensure the accuracy of the accounting. • Testing of actuarial valuations and calculations related to OPEB obligations and disclosures under GASB 75. We will statistically sample census data. • Testing of actuarial valuations and calculations related to pension obligations and disclosures under GASB 68. • Evaluation of claims and judgments payable. • Testing of restrictions and classifications of net position. • Analyze grant revenues and expenses to ensure proper matching within the fiscal year. • Test the reasonableness of interest income, realized, and unrealized gains/losses on investments. • Analytically and substantively test revenues and expenses reported in the financial statements. • We will incorporate an element of unpredictability every year that will focus on an audit area that is not typically considered a high or significant risk area such as petty cash, credit card purchases, new vendors, travel expenses, etc.

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	<p>The aforementioned tests are only a few of the tests performed during the examination and by no means is it meant to be all inclusive. During the final stage of the audit we will meet with Finance staff to review our audit findings and any adjusting journal entries.</p>
<p><i>Single Audit Approach</i></p>	<p>As part of our Single Audit for the years in which the District expends greater than \$750,000, we will perform the following procedures in accordance with the Uniform Guidance:</p> <ul style="list-style-type: none"> • Perform an evaluation of the major programs required to be tested • Review OMB guidance and the OMB Compliance Supplement for the grant program audited. • Review internal controls for each of the applicable 14 compliance areas for each program audited. • Using AICPA sampling guidance, we will select a sample for each of the applicable 14 compliance areas for each program audited. We will test the sample for compliance with those 14 areas. • Test the indirect cost rate, if applicable • Review monitoring reports for noncompliance and follow up on the resolution of past noncompliance, if applicable. • Issue a single audit report of federal expenditures. • File the data collection form within the specified deadline.
<p><i>Completion of the Audit and Preparation of Financial Statements</i></p>	<p>The nature and extent of the work required is dependent on our assessment of the likelihood of misstatements in the financial statements together with our conclusions from the planning and testing stages of the audit. All of the audit information is then used to reach a conclusion on whether the financial statements taken as a whole conform with generally accepted accounting principles.</p> <ul style="list-style-type: none"> • We will review significant events after year end • We will review attorney letters for significant legal matters • Review the draft the Comprehensive Annual Financial Report (CAFR) • We will ensure accurate and complete disclosures in the notes to the financial statements. • We will meet with the Audit Committee or Board of Directors to present the results of the audit.

Document Publication and Quality Control Procedures

Every report produced by Davis Farr goes through five levels of details reviews using checklists to guide the review. The report is verified for mathematical and grammar accuracy by a staff auditor. The senior audit reviews the report to ensure footnote references are accurate and complete. The report is also carefully reviewed by the audit manager, the audit partner, and an independent quality control reviewer. Our process ensures high quality audit reports that you can rely on.

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Creating final PDF documents of reports in a searchable format is a seamless process for our auditors. We utilize Foxit PDF software to assemble our reports. Final spiral bound reports are printed on high quality color copiers. We can utilize our firm's report covers or bind the reports in covers provided by the District.

Section F – Implementation of New GASB Pronouncements

The District will be required to implement the following accounting standards during the upcoming fiscal years. Part of our service to you includes consulting on these new auditing standards. A sampling of significant new GASB pronouncements planned or proposed for local governments that will impact the Incline Village General Improvement District are listed below:

GASB	Description
<i>GASB 84: Fiduciary Activities</i>	This statement establishes criteria for identifying fiduciary activities of all state and local governments. The statement describes four fiduciary funds that should be reported, if applicable: (1) pension trust funds, (2) investment trust funds, (3) private-purpose trust funds, and (4) custodial funds. We will work with the District to identify the activities required to be reported in these four fund types and provide transition guidance for the fiscal year ending June 30, 2020.
<i>GASB 87: Leases</i>	The objective of this statement is to better meet the information needs of the financial statement users by improving accounting and financial reporting for leases by governments. The standard will be effective for the fiscal year ending June 30, 2021.
<i>GASB 90: Majority Equity Interests</i>	We do not believe this standard will be applicable for the Incline Village General Improvement District.
<i>GASB 91: Conduit Debt Obligations</i>	The primary objectives of this Statement are to eliminate diversity in practice associated with conduit debt obligations. The standard will be effective for the fiscal year ending June 30, 2021.
<i>GASB 92: Omnibus</i>	This standard modifies some elements of past standards. We do not believe this standard will be applicable to the District.
<i>GASB 93: Replacement of Interbank Offered Rates</i>	The primary objective of this Statement is to revise certain language related to LIBOR, specifically as it relates to the termination of hedge accounting for derivative instruments. The standard will be effective for the fiscal year ending June 30, 2021.
<i>GASB 94: Public-Private and Public-Public Partnership and Availability</i>	The primary objectives of this Statement is to provide guidance related to public-private and public-public partnership arrangements in which a government contracts with an operator to provide public services. The Statement also provides guidance for accounting and financial reporting for availability payment arrangements in

Incline Village General Improvement District

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Payment Arrangements	which a government compensates an operator for services in an exchange or exchange-like transaction. This standard will be effective for the fiscal year ending June 30, 2023.
GASB 95: Postponement of the Effective Dates	This standard postponed some of the previously mentioned effective dates for implementation.
GASB 96: Subscription Based Information Technology Agreements	This statement provides guidance on the accounting and financial reporting for subscription-based information technology arrangements for governments. This statement is effective for the fiscal year ending June 30, 2023.
GASB 97: 457 Deferred Comp Plans	This statement clarifies the accounting for governments with 457 Deferred Compensation Plans. This statement is effective for the fiscal year ending June 30, 2022.

Section G – Scope of Work

Our understanding of the objectives and scope of the work to be performed is as follows:

- We will perform an audit examination of the financial statements of the Incline Village General Improvement District for the fiscal years ending June 30, 2021 through 2025. Our examination will be conducted in accordance with generally accepted auditing standards, the AICPA Audit and Accounting Guide, Audits of State and Local Government Units, and the Government Auditing Standards issued by the Comptroller General of the United States. We will review the District draft of the Comprehensive Annual Financial Report and provide an opinion on the report.
- If needed, we will perform a compliance audit of federal expenditures in accordance with the *Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards* in any year the District has federal expenditures of more than \$750,000.
- We will issue a report on compliance and internal control over financial reporting based on an audit of financial statements in accordance with Government Auditing Standards.
- We will issue a report on compliance with the applicable provisions of NRS 354 or other Nevada Revised Statutes or Nevada Administrative Code requiring such disclosure.
- We will prepare a letter to the Board of Directors summarizing the audit results in accordance with the Codification of Auditing Standards Section 260.
- We will prepare a letter to the Board of Directors reporting matters dealing with internal control that meet the threshold of being a significant deficiency or material weakness, as defined by the Codification of Auditing Standards Section 265. We will immediately report any irregularities or illegal acts that come to our attention to management and/or those charged with governance.

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- We will meet with the Audit Committee or Board of Directors to discuss the audit at the audit results.
- Finally, we perceive the scope of our work as being advisors to the District regarding generally accepted accounting principles. Throughout the year, the management and other finance personnel of the District will have access to us to seek advice in the application of generally accepted accounting principles, advice regarding debt issuance, financial statement preparation and content, tax and any other matters relating to the District. Each year, we will go over upcoming accounting standards in a meeting with District staff.

Identification of Anticipated Audit Problems

There are no anticipated audit problems.

Report Format

We utilize AICPA standard audit report language for our audit opinions and reports. The Comprehensive Annual Financial Report will follow the guidelines established by GASB and GFOA.

Exceptions

We have no exceptions to the terms, conditions, and requirements as specified in the request for proposal.

Section H – Proposed Timing of the Audit for FY 20/21

The following proposed timing is subject to the District’s revision and approval:

Task	Fiscal Year Ending June 30, 2021
<i>Audit Request List Provided</i>	April 1, 2021
<i>Audit Planning Mtg/ Audit Committee Mtg</i>	May 2021
<i>Interim Audit Procedures</i>	May 2021
<i>Final Audit Request List Provided</i>	By June 1, 2021
<i>Final Audit Fieldwork</i>	September 20-October 1, 2021
<i>Exit Meeting</i>	October 1, 2021
<i>Draft Report provided to Auditors</i>	October 1, 2021
<i>Report Comments to District</i>	October 8, 2021
<i>Finalization of Audit Reports</i>	Within 5 working days of receiving final approval from District to finalize
<i>Audit Committee and Board of Directors</i>	As scheduled

Incline Village General Improvement District

PROPOSAL FOR PROFESSIONAL AUDITING SERVICES

Section I – Segmentation of the Audit

The following is our estimate of the hours by professional classification required to perform the audit:

Classification	Hours	Percentage
<i>Partner</i>	50	13%
<i>Manager</i>	80	20%
<i>Audit Supervisor</i>	150	37%
<i>Staff Auditor</i>	120	30%
Total	400	100%

APPENDIX



Report on the Firm's System of Quality Control

Davis Farr LLP

Irvine, California;

and the Peer Review Committee of the California Society of CPAs

We have reviewed the system of quality control for the accounting and auditing practice of Davis Farr LLP (the firm) in effect for the year ended May 31, 2019. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including a compliance audit under the Single Audit Act, and examination of a service organization (SOC 1, Type 2 Report).

As part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

CPAs ■ Advisors

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Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Davis Farr LLP in effect for the year ended May 31, 2019, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Davis Farr LLP has received a peer review rating of *pass*.

GYL LLP

Ontario, California
September 23, 2019

MEMORANDUM

TO: Board of Trustees

FROM: Indra S. Winqest
General Manager

Paul C. Navazio
Director of Finance

SUBJECT: Review, discuss, and possibly set date and time for Public Hearing for the 2021/2021 Budget and Recreation Roll for Wednesday, May 26, 2021, at 6:00 p.m. or as determined by the Board of Trustees

STRATEGIC PLAN: Long Range Principle #2 - Finance

DATE: March 17, 2021

I. RECOMMENDATION

Staff recommends that the Board of Trustees makes a motion to set the date of a public hearing for the 2021/2022 Budget **and** Recreation Roll for Wednesday, May 26, 2021 under the Nevada Revised Statutes. The time of the meeting is expected be 6:00 p.m. or as determined by the Board of Trustees.

II. DISTRICT STRATEGIC PLAN

Long Range Principle #2 – Finance – Comply with State and Federal regulations.

- Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process and document content.

III. BACKGROUND

The Nevada Revised Statutes (NRS) requires that the public hearings of the District’s budget be held between the third Monday in May and by May 31. The Board of Trustees has indicated a desire to incorporate this meeting into the regular meeting schedule. Staff will also ask the Board to adopt, as final, the Operating Budget for the Fiscal Year 2021/2022 from the tentative budget (Form 4404LGF) as presented. This includes the Recreation and Beach Facility Fees.

The calendar, as dictated by the NRS, is as follows:

DATES	ACTION
April 15, 2021	Tentative budget to be filed with the Department of Taxation.
May 12, 2021	Earliest date for notice of public hearing. The NRS reads “...notice of public hearing for tentative budget shall be published not more than 14 days or less than 7 days prior to the date set for the hearing.”
May 26, 2021	Tentative Budget hearing for general improvement special district and all other districts. (Note: Staff will also ask the Board to adopt the final budget the same day).
June 1, 2021	The final budget shall be adopted on or before June 1.

IV. ALTERNATIVES

The Board of Trustees could designate another date between May 21 and May 31 for the required meeting.

M E M O R A N D U M

TO: Board of Trustees

THROUGH: Indra Winqest
General Manager

FROM: Paul Navazio
Director of Finance

SUBJECT: FY2021/2022 Budget Workshop #3

DATE: March 17, 2021

Introduction

The Board of Trustees has scheduled a series of budget workshops to inform development of the District's FY2021/2022 budget.

The first budget workshop, held on January 20, 2021, reviewed the existing Board Fiscal and Budget Policies as well as a discussion of the budget development timeline and process for developing baseline budgets for each of the District's major funds.

The second budget workshop, held on February 24, 2021, provided an update on the initial budgets being developed for FY2021/2022, and further included a discussion of a framework for updating the District's pricing structure, consistent with Board Policy 6.1, to ensure that rates charged for access to District venues and activities are set to fully-recover the cost of providing services while also establishing appropriate discounts for District parcel owners.

Tonight's budget workshop is intended to include:

- 1) Review the status of update to the District's Capital Improvement Program budget and Five-Year Capital Improvement Plan with a focus on Board Priority Projects;
- 2) Consider potential financing opportunities to support selected projects; and
- 3) Preliminary discussion of the Recreation and Beach Facility Fees to be assessed for next fiscal year.

Attachments:

- Budget Workshop Outline
- Board Policies and Practices re Capital Project Planning and Budgeting
- Facility Master Plan and Needs Assessment (excerpt)
- Board Priority Capital Projects
- DRAFT Five-Year Capital Plan Update SUMMARY
- DRAFT Five-Year Capital Plan Update – Projects
 - Fleet Replacement Projects – Extract
 - Capital Maintenance / Operating Expenses – Extract
- Sample Cost of Borrowing
- Preliminary Facility Fee Assumptions
- Community Services Fund Projections – Funding Capacity
- Beach Fund Projections – Funding Capacity

**IVGID Board of Trustees
FY2021/2022 Budget Development Workshop(s)**

WORKSHOP #3 – MARCH 24, 2021

1) CAPITAL IMPROVEMENT PLAN (CIP) UPDATE

- a. Board Policies and Practices
 - i. Policy 12.1. – Multi-Year Capital Planning
 - ii. Policy 13.1.0 – Capital Project Budgeting
 - iii. Practice 13.2.0 – Capital Expenditures
 - iv. Practice 2.9.0 – Capitalization of Fixed Assets
- b. Strategic Plan / Master Plans / Needs Assessments
 - i. Community Services Master Plan (2019)
 - ii. Golf Facility Assessment / Future Needs (2012)
 - iii. Diamond Peak Master Plan (2015)
 - iv. Tennis Center Facility Assessment / Master Plan
 - v. Beach Facility Assessment / Master Plan
- c. Review / Update of Board Priority Capital Projects

- d. Preliminary Update of FY2021/2022 Capital Budget and Five-Year Capital Improvement Plan
 - i. Start: Existing Approved Five-Year Capital Plan (+1)
 - ii. Update of Project Cost Estimates and Timing
 - iii. Consideration of New Projects
- e. Elements of the Multi-Year Capital Plan – Alternative Presentation
 - i. Capital Projects
 - ii. Capital Programs
 - iii. Capital Maintenance ←-→ Operating Expense
 - iv. Fleet – Vehicle Replacement Plan
- f. Funding Capacity Analysis
- g. Debt Financing Impact on Capital Planning
 - i. Policy Considerations
 - ii. Potential Financing Opportunities
 - iii. Impact on Funding Capacity and Costs

2) FACILITY FEES –

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

**IVGID Board of Trustees
FY2021/2022 Budget Development Workshop(s)**

PREVIOUS BUDGET WORKSHOPS

WORKSHOP #1 – January 20, 2021

Introduction

Workshop Goals
Budget Development Calendar

3) Review of Board Policies (Fiscal / Budget)

- a. Financial Standards (Policy 2.1.0)
- b. Budgeting For Results and Outcomes (Policy 5.1.0)
- c. Adoption of Financial Practices (Policy 6.1.0)
 - i. Policy 6.1.2.0 – Revenues
 - ii. Policy 6.1.3.0 - Expenditures
- d. Appropriate Level of Fund Balance (Policy 7.1.0) / (Practice 7.2.0, Practice 19.2.0)
- e. Establishing the Estimated Useful Lives of Capital Assets (Policy 8.1.0)
- f. Establishing Appropriate Capitalization Thresholds of Capital Assets (Policy 9.1.0)
- g. Multi-Year Capital Planning (Policy 12.1.0)
- h. Capital Project Budgeting (Policy 13.1.0) / (Practice 13.2.0)
- i. Central Services Cost Allocation Plan (Practice 18.2.0)

4) Baseline FY2021/22 Operating Budget

- a. Baseline Revenue Assumptions
- b. Baseline Expenditure Assumptions
- c. Preliminary Baseline Budget, by Venue / Fund
- d. Approach to planning for uncertain future

5) Baseline Five-Year Forecast for Each Major Fund Types

- a. General Fund
- b. Utility Fund
- c. Community Services Fund(s)
- d. Beach Funds

RELATED TOPICS:

- Fund Accounting – Enterprise vs Special Revenue
- Fund Structure – Resolution No. 1838
- Parcel Owner Allowances
- Accounting for Punch Cards

WORKSHOP #2 – February 24, 2021

6) Review of Venue / Program Budgets and Expectations

- a. Baseline Revenues / Fee Structure
 - b. Staffing and Service Levels
 - c. Professional Service Contracts
 - d. Net Operating Revenues(Expenses) – “Financial Bottom Line”
- Administration
 - Utilities
 - Community Services
 - Beaches

7) Discussion of Framework for District Pricing Policy

- a. Policy 6.1.2.0 – Revenues
- b. Cost-Recovery Framework for Venue Pricing



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,



Capital Planning

Multi-Year Capital Planning

Policy 12.1.0

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.



**Accounting, Auditing and Financial Reporting
Capitalization of Fixed Assets
Practice 2.9.0**

RELEVANT POLICIES: 8.1.0 Establishing the Estimated Useful Lives of Capital Assets and 9.1.0 Establishing Appropriate Capitalization Threshold for Capital Assets

1.0 ACCOUNTING CONTROL

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

1.1 The capitalization threshold per item shall be:

<u>ASSET CLASS</u>	<u>MINIMUM COST</u>
Equipment	\$ 5,000.00
Structures and Land Improvements ...	\$10,000.00

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

1.2.1 The normal useful life of the item is three or more years.

1.2.2 The item has an acquisition cost (including freight and installation) of at least the amounts listed above in each asset class.

1.2.3 The item will not be substantially reduced in value by immediate use.

1.2.4 In case of repair or refurbishment that will be capitalized, the outlay will substantially prolong the life on an existing fixed asset or increase its productivity significantly, rather than merely returning the asset to a functioning unit or making repairs of a routine nature.



**Accounting, Auditing and Financial Reporting
Capitalization of Fixed Assets
Practice 2.9.0**

- 1.2.5 The capitalization threshold is applied to individual items rather than to groups of similar items (e.g. desks and tables).

- 1.2.6 The utilization of componentization of assets under the project, to provide a more appropriate management of an assets care, condition and associate maintenance or replacement, takes precedent over the stated thresholds under section 1.1.

2.0 PHYSICAL CONTROL

All fixed assets acquired either as operating or capital expenditures will be identified as IVGID property and recorded. Such items represent a value to the operations that have an ongoing usefulness to justify safeguarding them from loss or abuse. The items should be expected to be in service at least two years and can be readily assigned to a function or activity as responsible for its care and condition.



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.

Community Services Master Plan

August 2019



Letter from Board of Trustees

The Community Services Master Plan is an important road map for maintaining and enhancing existing amenities while also providing new features and opportunities for our residents to enjoy. This is why the community's engagement in the process has been so valuable. With the help of Design Workshop and IVGID staff, the community enthusiastically participated in the several community workshops, user group discussions, and surveys we conducted.

“The Community Services Master Plan is an important road map for maintaining and enhancing existing amenities while also providing new features and opportunities for our residents to enjoy.”

The Board of Trustees are incredibly grateful for the tremendous level of engagement and support by everyone who participated. The results from our community outreach was a true testament to the pride of our community. Your Board of Trustees will use this plan as a guide for the future of IVGID community services and we are excited to move forward.

Incline Village Board of Trustees

Kendra Wong, Chairwoman

Philip Horan, Vice Chairman

Peter Morris, Treasurer

Tim Callicrate, Secretary

Matthew Dent, Trustee



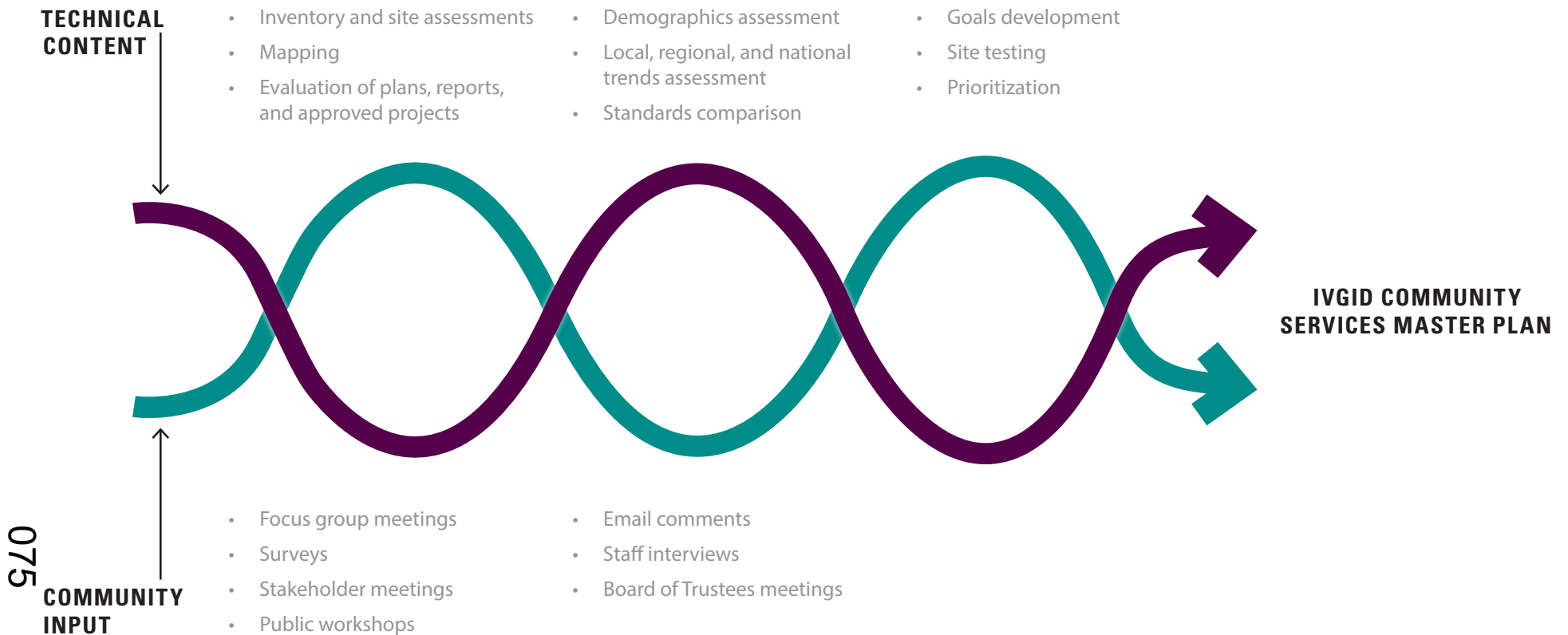
Design Workshop | Lloyd Consulting Group |
Barker Rinker Seacat | Ballard King | National Research Consultants

Plan Recommendations

A collaborative process was used to integrate the development of technical content with the input of users, stakeholders, community members, and decision-makers. Findings from professional assessments and analyses were site tested and potential opportunities were reviewed. Residents and stakeholders guided the focus of additional research and critical questions for the plan to address. The result is a set of goals, objectives, and prioritized recommendations grounded in best practices and reflective of local perspectives and needs.

Recommendations Based on:

- *Public Input*
- *Trends*
- *Professional Assessments & Needs Assessments*



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Plan Recommendations

The lists below summarize the key takeaways from public input, trends, and professional assessments which were used to develop the Master Plan recommendations.

FEEDBACK FROM PUBLIC INPUT

- **Key Takeaways**
 - » Maintain/Enhance what we currently have
 - » Provide trails and improved connectivity
 - » Provide a dedicated dog park
 - » Address Recreation Center needs: gymnasium, multi-use meeting rooms, and fitness facilities
 - » Provide facilities to meet trending recreation needs: bocce and pickleball
 - » Provide Snow Play
 - » Valued sports and recreation programs

TRENDS

- **Top Trends Influencing Priorities**
 - » Maintain/Enhance existing facilities
 - » Trails
 - » Active sports play and trends for needs for rectangle and diamond fields
 - » Dog parks
 - » Bocce
 - » Pickleball
 - » Bike park
 - » Recreation programming and fitness
 - » Aquatics centers
 - » Year-round recreation/winter play

PROFESSIONAL ASSESSMENTS & NEEDS ASSESSMENTS

- **Key Takeaways**
 - » Maintain/Enhance existing facilities
 - » Address conflicts of use and provide dedicated dog park
 - » Provide dedicated rectangle fields
 - » Address Recreation Center Needs
 - Reorganize and provide enhanced efficiencies in entry, lobby and reception areas
 - Address overuse/limitations of gymnasium
 - Address shortages of storage and office space
 - Improve the weights and fitness studio
 - Provide multi-use meeting rooms to support recreation programming
 - » Create a recreation campus at the Recreation Center, Incline Park, and Village Green
 - » Connect existing facilities and trails to create walking and biking loops
 - » Diversify play equipment
 - » Take advantage of snow play opportunities

Plan Recommendations | Top Tier Recommendations

PLAN RECOMMENDATIONS

Key takeaways informed the evaluation of project site testing and analysis of IVGID's parks, fields, trails, open space, snow play, built facilities, and programs. Plan recommendations are organized according to top tier and second tier recommendations and aspirational projects. The list is not prescriptive or directive. As funding and/or partnership opportunities arise or decrease, projects may advance more quickly or more slowly than initially anticipated. For example, if a community partner came forward with funding and an operational plan to develop a Cross-Country Center, it may be reconsidered and evaluated sooner than anticipated.

TOP TIER RECOMMENDATIONS

ENHANCE AND MAINTAIN IVGID'S CURRENT FACILITIES AND UPGRADE EQUIPMENT ON A REGULAR SCHEDULE.

Overall, the communities of Incline Village and Crystal Bay enjoy access to a good variety of well-maintained parks, trails, open space, and recreation facilities. Maintenance efforts should focus first on deferred maintenance needs and pro-actively establish a schedule for renewal of existing amenities and facilities. As renewal projects are planned and programmed into the budget, efforts can be made to address trends and needs through those revitalization projects.

DEVELOP A DEDICATED DOG PARK.

The need for dedicated dog parks is one of the most pressing need for parks departments across the nation. According to ESRI Market Potential Reports, as of 2019, 41.8 percent of Incline Village and Crystal Bay residents own a dog and the market potential is higher than the national average for a resident to own at least one dog. Dog owners have use of Village Green as a temporary dog park, but potential conflicts exist with the use of the park for other programming. The opportunity to develop a dedicated dog park at the USFS property east of the high school can provide a facility on par with the experience at the Village Green and elevate the opportunity to address the demand for dog park in the Incline Village/Crystal Bay community.



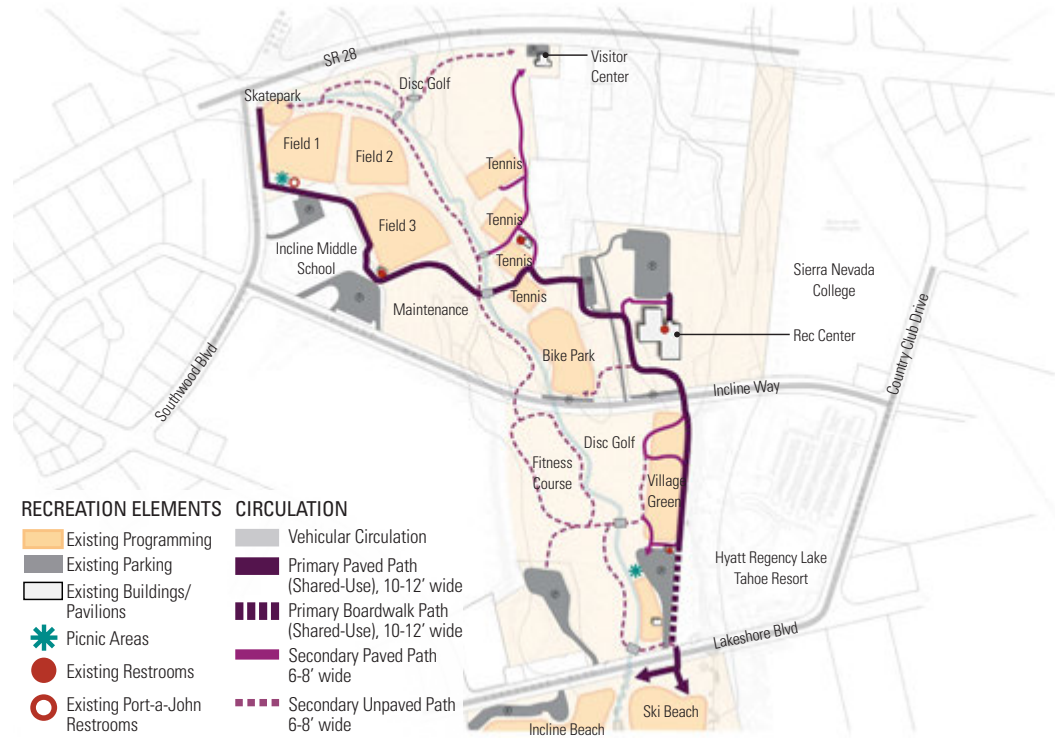
Plan Recommendations | Top Tier Recommendations

CONNECT FACILITIES TO CREATE A CONNECTED TRAIL SYSTEM AND PROVIDE WALKING LOOPS.

Walking for fitness and the desire to walk and bike to destinations are increasingly popular and received strong community support. A number of trail and mobility improvement projects are the responsibility of the USFS and Washoe County. IVGID can show support for implementation of those projects while continuing to improve connectivity on and between their properties.

DEVELOP DEDICATED RECTANGLE FIELDS AT THE HIGH SCHOOL.

IVGID's field inventory does not include dedicated rectangular fields which support sports such as soccer and lacrosse. The current softball fields at Incline Park and the Village Green are converted to rectangular fields as schedules permit. The inventory of soccer fields for older youths is limited. Only a few fields within the District can accommodate competition play for those over 10 years old. These fields are primarily located on Village Green and compete with other scheduled programs. Dedicated rectangle fields are needed and should be sized to accommodate a range of age groups from beginner to more advanced, adult play.



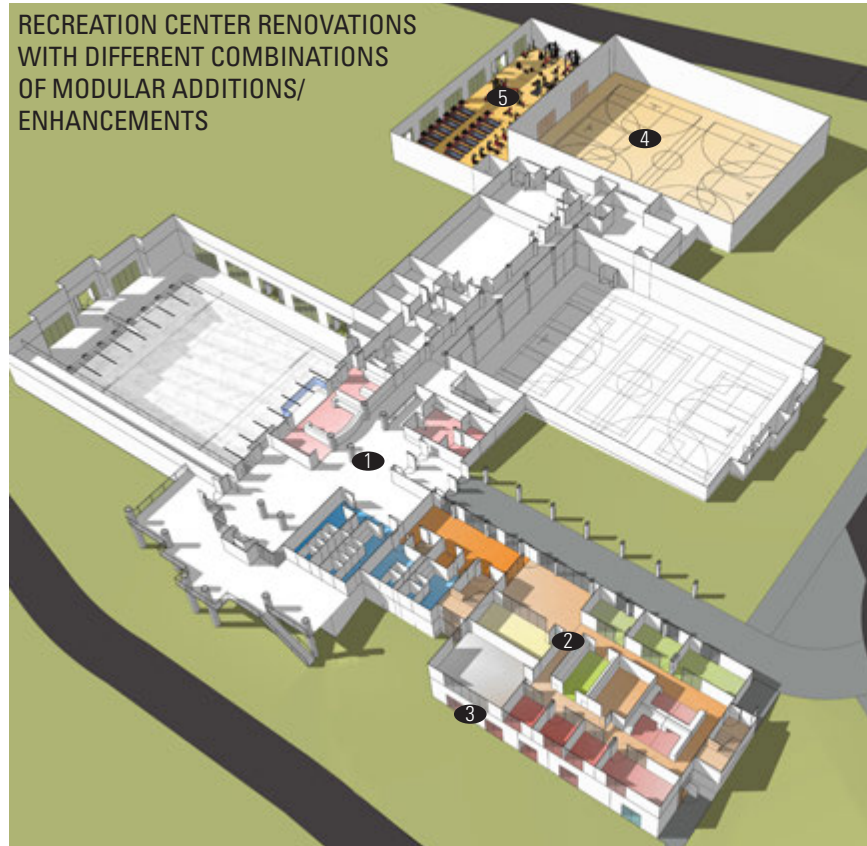
Plan Recommendations | Top Tier Recommendations

EXPAND THE RECREATION CENTER TO PROVIDE FOR A MORE EFFICIENT LAYOUT FOR THE ENTRY/RECEPTION, EXPAND THE WEIGHTS AND FITNESS STUDIO, PROVIDE ADDITIONAL GYM SPACE, AND PROVIDE ADDITIONAL MULTI-USE MEETING ROOMS, OFFICES, AND STORAGE.

Improvements to the Recreation Center can occur in phases and by modular additions. Not all enhancements have to be completed at the same time. The greatest single issue facing the Recreation Center is the fact it is simply not large enough to handle all of the recreational needs and demands of the community. The entry/lobby area is insufficiently designed and there is a lack of general storage and office space. The District does not have adequate multi-use meeting rooms which allow for programming and revenue generation. Additionally the weights and fitness studio are inadequate and the gym is overused. Modular additions to the Recreation Center can address these constraints and received support from stakeholder groups and residents.

CONTINUE PARTNERSHIPS TO PROVIDE CROSS-COUNTRY SKI TRAILS.

Nevada Nordic, a local nonprofit organization, has partnered with IVGID to groom Nordic trails on the Mountain Course when snow cover is adequate. This partnership has benefited the community and provided needed access to cross-country trails. The District should continue to build upon and support the partnership.



Legend

- ① Entry/Reception Renovation
- ② Multi-Use Meeting Rooms Addition
- ③ Offices and Storage Addition
- ④ Gymnasium Addition
- ⑤ Weights and Fitness Studio Addition

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Plan Recommendations | Top Tier Recommendations

MOVE FORWARD TOP PRIORITIES FROM THE BEACHES RECREATION ENHANCEMENT OPPORTUNITIES PLAN, THE TENNIS CENTER FACILITIES ASSESSMENT AND MASTER PLAN, AND THE DIAMOND PEAK MASTER PLAN.

By reference, the Community Services Master Plan includes the recommendations and priorities identified in other facility master plans. This Community Services Master Plan therefore also includes the following documents:

- *Incline Village Golf Courses Facilities Assessment and Future Needs Recommendation* (December 2012; Findings presented to the Board of Trustees on March 13, 2013)
- *Diamond Peak Master Plan* (August 2015; approved by the Board of Trustees on October 21, 2015)
- *IVGID Beaches Recreation Enhancement Opportunities Plan* (February 2016; Approved by the Board of Trustees on February 24, 2016)
- *Incline Village Tennis Center Facilities Assessment and Master Plan* (August 2016; Approved by the Board on August 24, 2016)

Recommendations from these studies are also important to meet community needs. For example, the Tennis Center Master Plan recommended formalizing the pickleball program and launching a plan for renovating the Pro-Shop buildings and the surrounding site. The Beaches Plan recommended replacement of the restroom and concession building and noted challenges with the Burnt Cedar pool. These ideas and as well as recommendations from other plans have strong support for moving forward. Therefore, the concepts presented in the other plans should be annually reviewed and considered during planning and budgeting for the 5-year and 1-year capital improvement program.

FIGURE 3: IVGID RECREATION/COMMUNITY SERVICES MASTER PLAN VENUES



Plan Recommendations | Top Tier Recommendations

DEVELOP BOCCE COURTS.

There is strong community support for additional bocce courts to serve Incline Village/Crystal Bay residents. There are multiple opportunities for addressing this need and IVGID should work with residents and consider capital and operational expenses to determine the final location and design.



Plan Recommendations | Second Tier Recommendations

SECOND TIER RECOMMENDATIONS

ENHANCE SIERRA PARK AT BOULDER BAY.

Boulder Bay, LLC developed Sierra Park in Crystal Bay, but the park has limited facilities and is constrained by topography. County funds totaling \$520,000 remained unused. The funding needs to stay in Crystal Bay and could be used for park improvements. Because funds are available, IVGID should work with the County to determine the best and highest use of the funds to provide for recreation opportunities that meet the needs of Crystal Bay residents.



Plan Recommendations | Second Tier Recommendations

PROVIDE SEASONAL ICE RINK AND SNOW PLAY AREAS AT THE CHATEAU.

Incline Village's Championship Course presents a distinct opportunity for seasonal snow play. Community support is strong for an ice rink and the parking area at the Championship Course could be converted to a temporary ice rink during the winter season. In addition to ice skating, the terrain of the driving range lends itself for snow play and The Grille at The Chateau would complement the winter activities by offering food and beverage facilities.

ENHANCE THE SKATE PARK.

The skatepark is adequate but is not designed for multiple age groups/ability levels. Incorporating a variety of elements for both beginners, young skaters and experienced skaters will enhance the facility. These enhancements have community support and could greatly increase the use of the community resource.

DEVELOP A GREAT PARK AT THE VILLAGE GREEN.

In future years, as the pressures from other uses are relocated from Village Green to more appropriate locations, Village Green has an opportunity to be enhanced and become a central part of IVGID's parks system. These enhancements are not high priority. Rather, it is an opportunity to be further evaluated as other uses are shifted and consideration is given to developing a multi-use park that encourages socialization and interaction for all of the Incline Village/Crystal Bay community.



Plan Recommendations | Aspirational Projects

ASPIRATIONAL PROJECTS

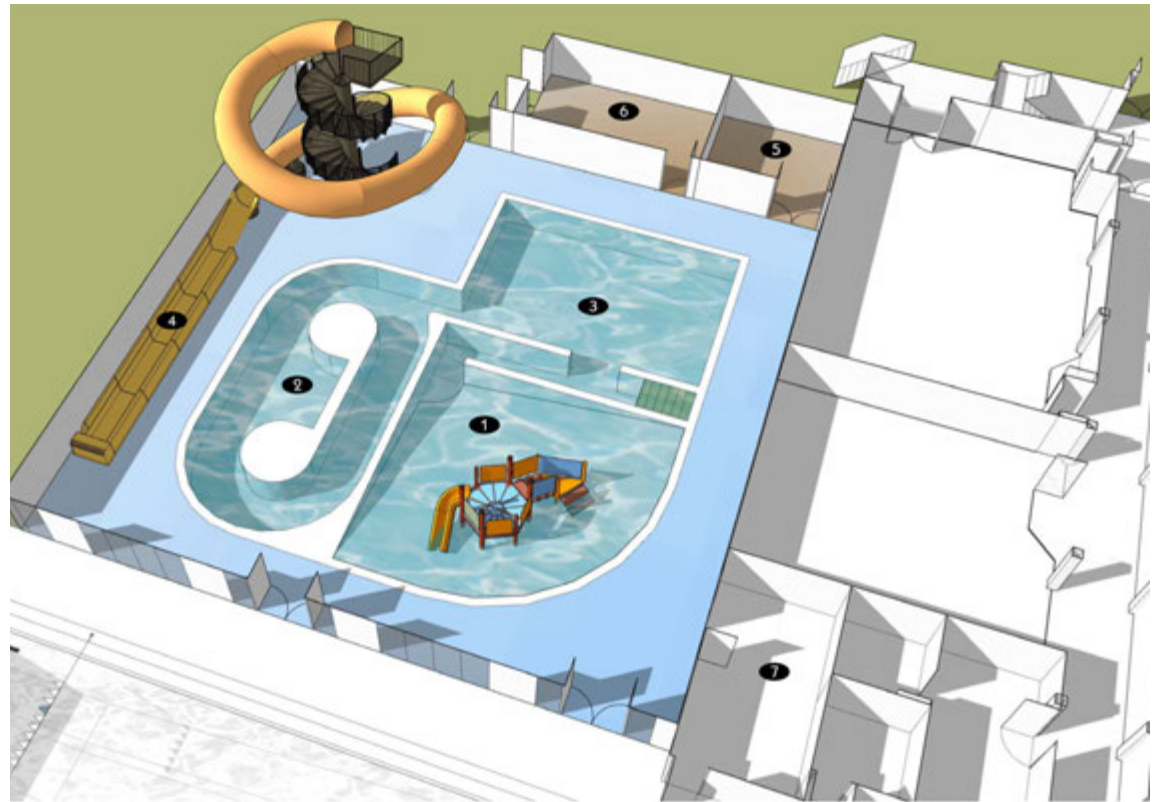
DEVELOP A CROSS-COUNTRY CENTER NEAR MOUNT ROSE.

Community support exists for developing a Nordic Center near Mount Rose, but the capital and operating costs make it an aspirational project rather than a top or secondary tier project. IVGID owns a high-elevation, five-acre parcel near Incline Lake and Tahoe Meadows. In the event community partners find funding and operational responsibilities are negotiated so as to not impact other District needs, there is a possibility for the property to be developed into a Nordic Center in the future.

DEVELOP AN AQUATIC CENTER AT THE RECREATION CENTER PROPERTY.

Aquatic centers that include warm water pools and recreational elements is a strong growing trend in the nation and the region. Although some stakeholders and residents were supportive of such an investment, the majority did not express strong support. Additionally, the capital and operational expenses for constructing and managing the facility are high. Therefore, the aquatic center is included as an aspirational project.

Aspirational projects could rise in priority if funding or partnerships become available.



Legend

- | | |
|--------------------|------------------------|
| ① Zero Depth Entry | ⑤ Pool Storage |
| ② Lazy River | ⑥ Pool Mechanical |
| ③ Exercise Pool | ⑦ Existing Pool Office |
| ④ Water Slide | |



Plan Recommendations | Implementation

2019 PROJECT PRIORITIES

Upon review of the top tier and second tier priority projects and the synthesis of community feedback and professional best practices and recommendations, the Board of Trustees directed staff to move forward with the five strategies listed below. These actions will allow the community to make progress toward implementing the top projects recommended by the Community Services Master Plan and the other facility planning documents.

1. Begin the process to apply for a Special Use Permit with the U.S. Forest Service to conduct community recreation, including a Dog Park on the 12-acre parcel across from Incline High School.
2. Secure the services of a licensed architect and work with the Community to finalize the design for the Incline Beach House and associated circulation/access improvements.
3. Secure the services of a licensed architect and work with the Community to finalize the concept plan for the renovation of the Incline Tennis Center, including the addition of Bocce Courts.
4. Provide a timeline to the Board of Trustees to ensure the ongoing operation of Burnt Cedar pool while initiating a Community process to review the options for the renovation and/or reconstruction of the Burnt Cedar pools.
5. Initiate discussions with the Incline Tahoe Foundation and Incline Ice Foundation to determine the feasibility of developing a seasonal Ice Skating Rink by leveraging the current funding held by the Incline Ice Foundation.



Plan Recommendations | Implementation

IMPLEMENTATION

To implement projects over the next 10-15 years, IVGID staff and the Board of Trustees will continue to work with the Incline Village/Crystal Bay community to make choices on implementing improvements. The list of prioritization criteria previously described and the list of top tier and second tier recommendations can be a guide for those conversations. Additional project concepts, such as the Nordic Center and Aquatic Center are aspirational in nature. Opportunities such as developing a park at the old elementary school and using a Sprung structure as a field house are presented for future consideration and can evolve as new partnerships come forward.

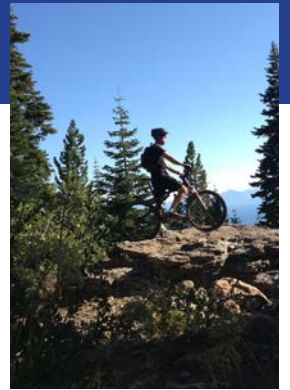
The recommendations and best practices set forth in the Community Services Master Plan should be used as decision-making tools to direct conversations between the community, Board, and IVGID staff. The 5-year and 1-year capital improvement project planning processes should annually consider the top tier and second tier projects and determine how they can be planned and budgeted.

Inclusion of a project as a top tier or second tier recommendation is not a promise of its implementation. The plan and recommendations presented are a guide for decision-makers. Every project moving forward will continue to receive community input and will be evaluated according to the prioritization criteria.

The focus moving forward is on maintaining and enhancing the District's existing infrastructure while meeting key community needs. The Incline Village/Crystal Bay communities highly value the access and quality of their community services. Prioritizing the delivery of an "exemplary recreational experience...while striving for fiscal and environmental sustainability" will allow residents to have renewed facilities and quality parks, trails, and open spaces for years to come.

"deliver exemplary recreational experience...while striving for fiscal and environmental sustainability"

MASTER PLAN



August 2015

Prepared for:



Prepared by:



Assumptions & Inputs

Table 18. Anticipated Capital Expenditures by Phase

New Amenities		Project Phase				
Category	Total Project Cost	Phase 1a	Phase 1b	Phase 2	Phase 3	Phase 4
		Years 1–2	Years 3–4	Years 5–8	Year 9	Years 10–12
Activities						
Challenge Course	\$300,000	\$300,000				
Canopy Tour - Crystal to Base	\$924,000	\$924,000				
MTB Trails - below the Incline Flume	\$234,000	\$234,000				
MTB Trails - above the Incline Flume	\$28,000	\$28,000				
Family/Kid's Base Area Bike Loop	\$28,000	\$28,000				
Kids Pump Track	\$24,000	\$24,000				
Bike Skills Park	\$16,000	\$16,000				
Hiking Trails - Snowflake to Base (east side)	\$12,000	\$12,000				
Hiking Trails - Snowflake to Base (west side)	\$12,000	\$12,000				
Interpretive Signage	\$10,000	\$10,000				
Alpine Coaster	\$1,757,774		\$1,757,774			
Climbing Wall	\$88,326			\$88,326		
Play Area	\$33,122			\$33,122		
Rental Equipment	\$18,000	\$18,000				
Entitlement and Permitting	\$632,806	\$160,000		\$121,449	\$107,558	\$243,799
Activities Total	\$4,118,029	\$1,766,000	\$1,757,774	\$242,898	\$107,558	\$243,799
Snowflake Lodge				\$3,187,500		
FFE	\$159,375			\$159,375		
Design Fees	\$371,000			\$371,000		
Kitchen Equipment	\$1,000,000	\$250,000		\$750,000.00		
Snowflake Outdoor Deck	\$450,000			\$450,000		
Removal of existing Snowflake Building	\$24,000			\$24,000		
Removal of existing Snowflake Deck	\$21,000			\$21,000		
Project Contingency	\$188,144			\$188,144		
Per Year Cost Escalation	\$745,840			\$745,840		
Total	\$6,146,859	\$250,000		\$5,896,859		
On-mountain Trail Improvements					\$806,687	
Snowmaking on Diamondback	\$806,687				\$806,687	
Snowmaking on Freeway	\$178,500				\$178,500	
Ridge trail grading	\$19,500			\$19,500		
Beginner route grading	\$83,850				\$83,850	
FIS Traverse Extension	\$120,900				\$120,900	
On-mountain Trail Improvements Total	\$1,209,437			\$19,500	\$1,189,937	\$0
On-mountain Lift Improvements		\$350,000				
Lakeview Improve lift download capacity	\$350,000	\$350,000				
Spillway lift replacement	\$1,792,639				\$1,792,639	
Backside Lift	\$2,608,648					\$2,608,648
Backside Trail Work/Construction	\$182,849					\$182,849
Lift Improvements Total	\$4,934,136	\$350,000			\$1,792,639	\$2,791,497
Total Improvements	\$16,408,462	\$2,366,000	\$1,757,774	\$6,159,257	\$3,090,135	\$3,035,296



TENNIS CENTER

FACILITIES ASSESSMENT AND MASTER PLAN

August, 2016
Final Report

7349 N. Via Paseo Del Sur, Suite 515-324
Scottsdale, AZ 85258



F. RECOMMENDATIONS AND OPPORTUNITIES

The Incline Tennis Center is a valuable asset in the mix of recreational and social activities offered by the Incline Village General Improvement District contributing to the “Incline Lifestyle” cherished and financially supported by the residents.

Our study found three overarching themes, or findings:

- The Incline Tennis Center is and will remain a viable recreation asset into the foreseeable future
- The facility components of the Center are aging and will need significant renewal and investment in the next 5 to 7 years
- Adjustment to the program offerings, services, and features to support the next generation of users should dovetail into the physical investment plan

RECOMMENDATIONS

1 - Launch Planning for a Major Renovation to the Pro-Shop Buildings and Surrounding Site

While the courts, the court surfacing and direct court features will meet the needs of the programs and the users in the mid-term, the building spaces have not fared as well. The existing pro-shop, originally envisioned as an office and storage, no longer meets the

needs of the community, the use intensities, daily staffing patterns, and the expectations associated with this evolving semi-private amenity.

We recommend investing in the support spaces, pro shop, operations areas and essential social zones of the facility. The pro shop, restrooms, and support features of the facility were uniformly criticized by staff and community members during the outreach and data gathering. Additionally, upgrading the entry

sequence elements and overall brand perception of the facility will improve marketability for outside users and events. An investment in the nucleus of the center will benefit every facet of the program, service, user and staff member.

Our recommendation is to retain and reuse much of the structure on the current footprint, by expanding the enclosed footprint, creating a new front door capable of improved but friendly access controls to the

facility, and remodeling the entire facility inside and out to match the quality and appearance of similar IVGID recreation venues.

An order of magnitude budget for the pro-shop and site renovation might plan for \$250 building per square foot budget and significant investment in a new entry, covered patio, fencing signage, and furnishings for total project cost in the \$350,000 to \$400,000 range. Ultimately this would be studied and verified as the renewal effort was launched.

Just as importantly, a complete reworking of the exterior space surrounding the core of the venue to provide exceptional social spaces for everyone from a pair of singles players enjoying a post-match beverage to hosting a tournament reception.

2 - Formalize Pickleball Program

Pickleball is rapidly expanding on the court scene in resort and retirement communities throughout the United States and worthy of program development efforts. Adding more players, more energy, vibrancy, and activity to

the Tennis Center can only contribute to achieving the Districts goals of wellness, recreation participation, and social engagement.

We recommend that the IVGID Tennis Center expand the schedule opportunities for pickleball, after consultation with the well-established user groups, including some morning time slots if desired. We also recommend that equitable pickleball fees be established to account for this increased dedicated court allocation and affirmatively acknowledge their full membership in the center.

As this increased court allocation is implemented it will be essential that the IVGID staff accurately track and monitor utilization for the upcoming season. This utilization data (frequency, duration, capacity, etc.) will be critical to evaluating if a need for, and quantity of, dedicated pickleball courts is justified.

3 - Affirm Funding for Maintenance and Repair

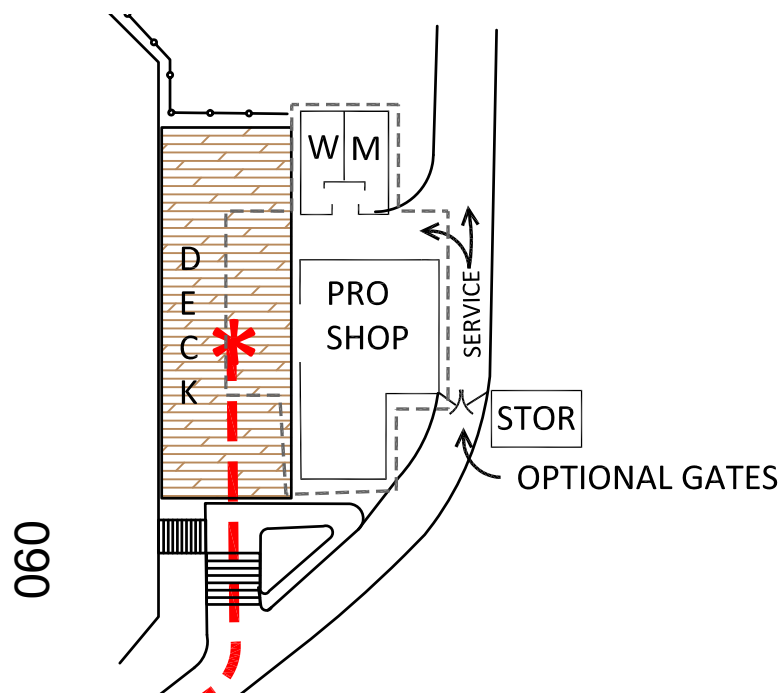
In addition to looking at adjustments and changes throughout our study process,

it is equally important to acknowledge that the District is doing well with their overall maintenance of the facility and this should continue. This is particularly important with the District’s care and maintenance of the tennis court playing surfaces.

Court Repair and Re-surfacing

Overall, the courts and the facility are well maintained. The District should be commended for the court repair and resurfacing program it has implemented over the life of the facility. This routine and systematic maintenance is paying dividends and prolonging the life of the courts without the need for major reconstruction. The annual localized crack repair should be retained, along with the cyclical resurfacing regime.

At some juncture, reconstruction of the structural base and pavements will be needed for Courts 1-7, but at this point, is not warranted and can be deferred until a final direction on the pro-shop modernization scope and pickleball need can be finalized.



NEW

- CLEAR ENTRY / CONTROLS
- EXPANDED DECK/PATIO
- EXPANDED PRO SHOP
- SUPPORT SPACE FOR OPERATIONS
- DRIVE TRAFFIC TO PRO SHOP

F. RECOMMENDATIONS AND OPPORTUNITIES cont.

RECOMMENDATIONS cont.

3 – Affirm Funding for Maintenance and Repair cont.

As outlined, court reconstruction will be needed in the 5 to 7 year time frame unless accelerated deterioration, such as major surfacing cracking or settlement/surface heaving, becomes evident. This would require engineering and budget planning to commence in the 4 to 5 year horizon.

New Windscreens

The existing fence windscreen, other than the courts themselves, are the most visible surfaces at the Tennis Center. We recommend a systematic replacement of these elements with custom measured, hemmed and grommetted materials. This quick and cost effective upgrade to the facility is in alignment with the semi-private culture and expectations of the community.

Drainage

The maintenance teams need to continue their diligence in keeping all drains, swales, and inlets free of organic debris and silt allowing the infiltration system to function up to its design limit. As the court reconstruction process proceeds, upgrades and redesign of the drainage systems beyond infiltration/percolation alone should be considered.

4 - Fine Tune Operations

Invest in Automated Scheduling and Player Match Software

The outreach activities revealed a strong need for an automated and transparent scheduling system to be considered. There appeared to be equal frustration by both player and staff with the existing system.

A new system could have the ability to match players of similar abilities for competition or just recreation. Depending on the sophistication of the software and the desire for the use data outputs, the scheduling tool may be able help the operator's fine tune the membership levels and pricing over time. This would result in a more accurate demand analysis with a goal to flatten the morning peak demands.

Capitalize on Afternoon Court Availability

As the report demonstrates, sufficient existing capacity exists in the afternoons and early evenings to provide ample opportunity to grow the programs without additional investment in new courts. Minor

adjustment of the rate structures for morning play or added incentives for afternoon play could further spread the demand into the available court inventory times.

Simplify and Clarify Membership Levels

The goal to reduce demand on the morning peak period without a significant investment in new capital will take a combination of dis-incentives for morning use and incentives for afternoon play. Additionally, increasing season passes as opposed to daily fee uses will generally yield higher revenues, reduce administrative cost, and result in improved customer satisfaction by not having to make a payment every time they visit.

Re-evaluating the possibility of reducing the morning scheduling window on all or some courts to a 1½ hour window can still be a mechanism to increase morning utilization. Our study of actual use, as contrasted to scheduled use, showed a pattern of lower utilization on the shoulders of the 2 hour scheduled time blocks currently used.

A review of the 2015 passes purchased (Table 5) shows

several membership categories with 5 or less passes issued annually. We would suggest a consolidation and simplification of passes as possible, and/or implementing a reduced percentage rate for senior and couples as opposed to stand alone pass categories.

Although the focus of this study is not to develop a comprehensive rate structure and analysis, the District staff should look carefully at the rates and consider minor adjustments that will help drive traffic to the afternoons and increase revenues in the premium morning time slots.

5- Evaluate Adjustments to Programs and Services

Maintain Teaching Pro Training and Lessons

Build from a very successful 2015 season where the teaching and lesson services were valued in both member appreciation and revenue dollars. The improvement in this program clearly increased the enjoyment for members, advanced their skill levels, and contributes to building the user desired semi-private culture of the center.

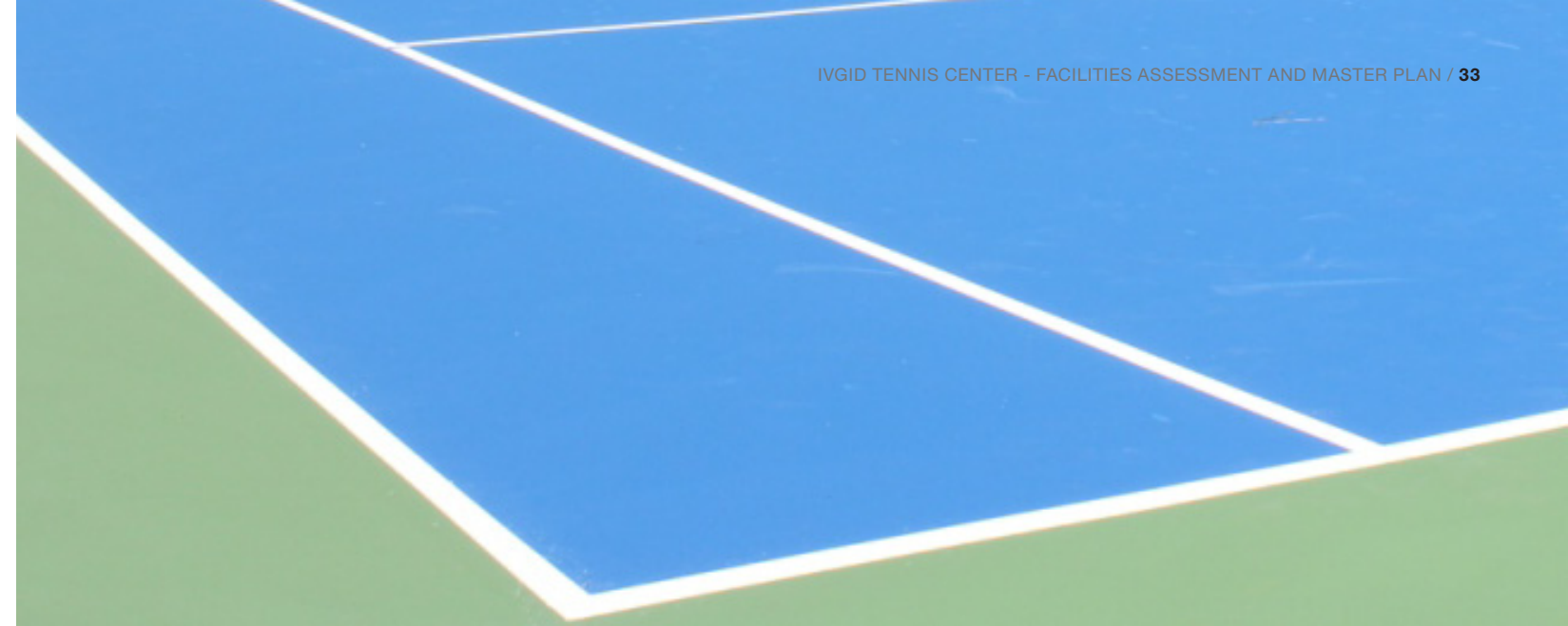
Consider Part-time Pickleball Assistant Pro

If the recommendation is adopted to increase dedicated times for pickleball, there will be a need to program, schedule, and use this resource more than just a few afternoons a week. Identifying a part time pro, or possibly volunteers from the established pickleball community, to provide lessons, youth clinics, and organize round robin matches. Investing in a strong advocate for this developing program will give the program the best chance to succeed quickly and smoothly integrate into the overall operations and culture of the Tennis Center.

Continue to Build Youth Programs

There appeared to be a significant uptick in youth activities at the facility in 2015 which added vitality to the facility, utilized the afternoon time periods, and exposed the next generation to tennis. These programs also have the capacity to drive revenue to the venue through camps, clinics, and activities. This model can be further expanded to expose

youth to pickleball, which is particularly true with the very young who may not have the strength and skills for full size tennis. Pickleball, very similar to the USTA's quick start program, may be a more rewarding and successful entree into court sports for the youngest of the community.



F. RECOMMENDATIONS AND OPPORTUNITIES cont.

OPPORTUNITIES

A - Restructure Pro-shop Retail Operations

The space currently occupied by the pro-shop is antiquated and originally designed as a simple site office and storage. The needs and services have evolved tremendously since the original opening in 1979, as evidenced by our recommendation for an extensive reconstruction. What is programmed in the current and future space is another question altogether.

Reworking of the space must improve the check-in and “retail” transaction functions for court use and improve visual connection to as many portions of the facility as possible. While planning and consideration of any renovation proceeds the following is a breakdown of some short term actions for consideration:

- Racquet restringing is a valuable service to the

members and promotes the convenience and “semi-private” culture of the facility. This should be retained and be at worst cost neutral.

- We would give strong consideration to reducing the retail apparel elements of the pro-shop. In 2015, a slight gross profit was achieved in apparel sales against costs, but costs did not factor overhead which included staff time to order, handle stock and merchandise. This is more realistically a net loss and not a service the members seem to place as a high value.
- In our view, the targets for the pro-shop retail components are local members (food, beverage, sundries pre or post activity), visitors/guests (logoed apparel, food, beverage, sundries, rental gear/balls), youth (logoed apparel, food/ beverage, sundries, rental gear)

- In the short term, we would recommend that the pro-shop experiment with a mix of products that might include mail order apparel (sold then acquired) to see what works in anticipation of a new pro-shop in the venues future.

B – Construct or Re-purpose Courts for Dedicated Pickleball Use

If the trend of pickleball growth in the Incline and Crystal Bay community continues to flourish, we would recommend the next step be a commitment to a two year demonstration period by converting one of the existing tennis courts into a permanent, but reversible, 4 court pickleball venue.

In a more moderate climate with more year round use, we would likely reduce our demonstration period to one year, but with such a short outdoor season in the Tahoe basin we believe

a two season period will more accurately reflect the staying power of the sport in the region. During this period, the facility staff should track usage/demand/availability and the District should revisit an equitable fee structure in relation to the tennis fees and services.

Implementation of the physical improvements could begin in spring, and we would recommend that one of the following two options be implemented:

Convert the current movable systems at Court 11 to a fixed net systems, new pickleball specific color coating/stripping, modest fencing upgrades, and improved seating/rest areas for players waiting to resume play or socializing.

Or

Convert Court 2 to the demonstration site, return

Court 11 to tennis with associated surfacing/stripping, and add a small social/rest/viewing patio in the entry lawn abutting the courts. This alternative, while more costly, puts this new activity in a highly visible location to showcase the sport.

This would be no different than a retailer placing their newest product in the shop window or at the main entry to the establishment. Of course, this may have some perception risk for the tennis users and would make court 1 less attractive for traditional tennis enthusiasts.

However, it would help isolate the noise of pickleball, objectionable to some, away from a large inventory of the existing tennis courts, 8-11. Additionally, the Court 2 alternative would place the demonstration pickleball location close to a possible new permanent site for dedicated courts in the vicinity of the parking lots/entry walkway than

nearer the residential neighbors.

C – Develop and Implement Capital Renewal Program

As a firm direction on how and when to accommodate a pro-shop modernization and pickleball solution come into focus, the District will be in a position to evaluate the optimal capital renewal program. The overall court inventory, mix of sports, current condition and capital renewal needs would all be folding into a mid-term plan. Assuming the current level of repairs and resurfacing on the existing hard courts is maintained, this work should commence in 5 to 7 years. At this time a slight deferral does not appear to limit the options or severity of the eventual reconstruction of the older courts that will be necessary as they approach end of their life cycle. (See asset management plan framework outlined in body of the report.)

IVGID BEACHES RECREATION ENHANCEMENT OPPORTUNITIES PLAN

PREPARED FOR INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
FEBRUARY 2016



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CHUCK NOZICKA CONSULTING
TOURISM AND RECREATION PLANNING

CHAPTER 4 RECREATION ENHANCEMENT OPPORTUNITIES

ENHANCEMENT OPPORTUNITIES

INTRODUCTION

Community survey results, site analysis and staff/stakeholder interviews revealed that overall IVGID beaches serve the community well. They provide value to property owners and receive an extremely high satisfaction rating by users. Opportunities for improvements are centered around community input and the site and facility analysis. Survey responses identified desires for better restrooms and improvements to the food and beverage facilities as well as a desire to preserve the existing characteristics which make the beaches so well liked. This chapter presents a series of opportunities for further consideration by the community. An estimated cost is provided as part of the recommendation description. The costs represent a conceptual estimate of potential construction costs. It does not include soft costs for pre-design or design and permitting. Final costs may vary depending on the ultimate program for each element.

SEVEN PRIMARY OPPORTUNITIES FOR IMPROVEMENTS

The summaries provided in this chapter present a high level, big picture view of the recommended opportunities and the direction IVGID could be moving toward for improving the facilities. The list does not suggest priorities but rather identifies the elements of future investment to improve the properties and enhance the beach going experience while not detracting from the user's desire for relaxation and enjoyment of the Lake and the scenery.

It is not the purpose of this document to describe what the facilities or improvements should look like. As IVGID and the community elects to move forward on specific projects, the design details and program requirements will be tailored to specific community needs, desires and expectations through a series of future community conversations and public engagement efforts.

Overall Enhancement Opportunities (All Beach Facilities)

- Improve beach entries and pedestrian access
- Replace restroom/concession buildings (thereby enhancing food and beverage service)
- Enhance group areas
- Enhance beach access and pedestrian connectivity
- Develop a consistent design aesthetic

Additional Enhancement Opportunities for Incline Beach and Ski Beach

- Replace the restroom/concession building to create a beachfront hospitality zone

Additional Enhancement Opportunities for Burnt Cedar Beach

- Replace the restroom building
- Enhance Burnt Cedar Pool House for improved concession operations and mechanical operations
- Enhance connectivity between the western site amenities and the eastern beach areas
- Enhance Burnt Cedar Beach individual picnic/BBQ areas
- Provide a non-motorized watercraft storage and launching area on the west side of the site

Operational Enhancement Opportunities (All Beach Facilities)

The following opportunities were identified through the community outreach process as desired beach improvements:

- Provide music events
- Enhance rentals
- Enhance the food and beverage service (correlated with improving the physical facilities)
- Improve the guest check-in process (correlated with reorganizing the physical facilities)

INCLINE BEACH AND SKI BEACH SPECIFIC ENHANCEMENT OPPORTUNITIES

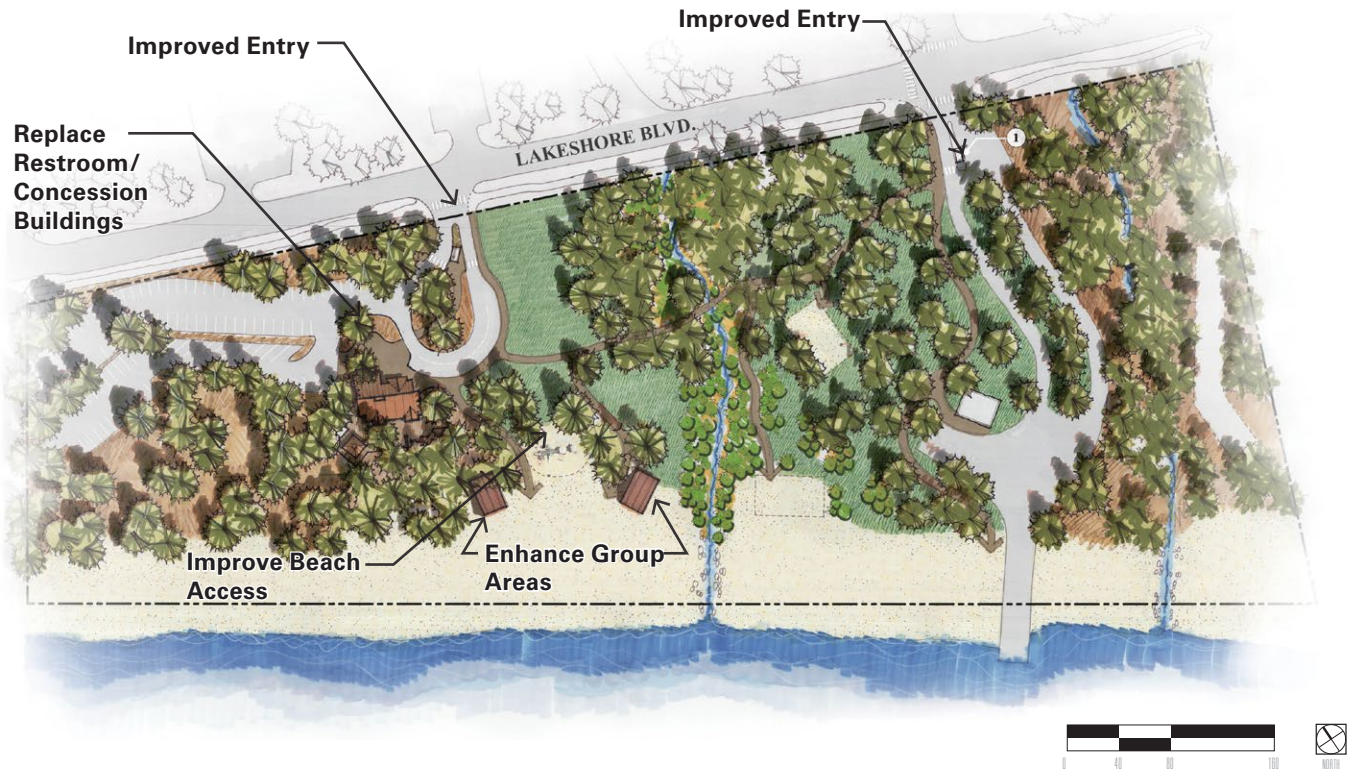


Figure 21: Incline Beach and Ski Beach Specific Enhancement Opportunities

BURNT CEDAR BEACH SPECIFIC ENHANCEMENT OPPORTUNITIES

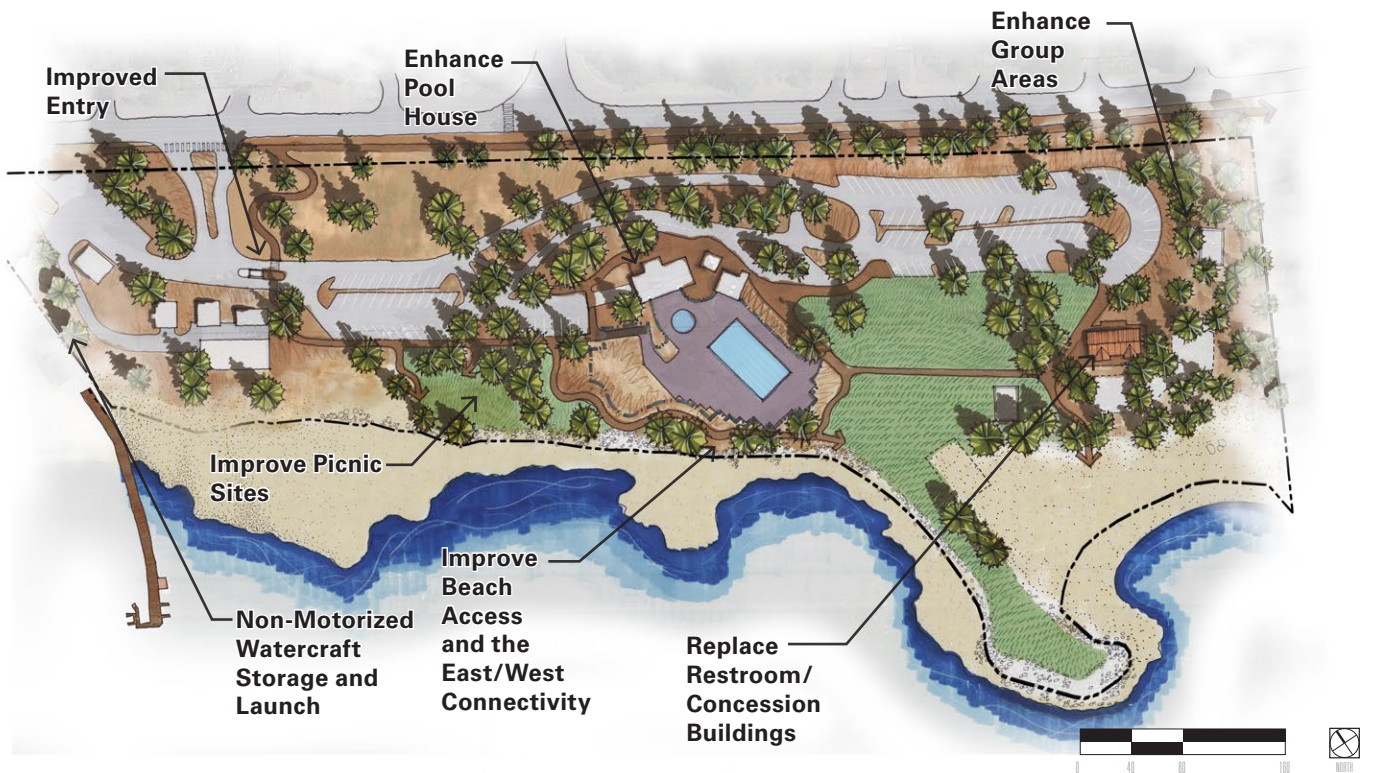


Figure 22: Burnt Cedar Beach Specific Enhancement Opportunities

IMPROVE BEACH ENTRIES AND PEDESTRIAN ACCESS

OVERALL OPPORTUNITIES (ALL BEACHES)

The entry experience is one of the most important opportunities for IVGID staff to interface with beach guests and set the tone for a positive experience. Contact with community members at the gate house is an opportunity to welcome beach guests, but it is complicated by the congestion that can occur during peak visitation times, a layout that does not easily accommodate pedestrians and bicyclists entering the beaches, and a complicated check-in process.

The current gate house was designed to facilitate vehicular access to the beaches. However, when the parking lot fills up many guests arrive on foot or bike. Families with small children, coolers and gear must stand in the outgoing drive aisle while they wait to check-in, creating congestion and safety issues.

The following key ideas identify opportunities to improve safety and the overall experience for all of the beaches.

KEY IDEA: SAFE PEDESTRIAN ACCESS TO GATE HOUSE

- Acknowledge only a limited percentage of guests drive to the beach: a large portion walk or bike to the beach.
- Expand the entrance area to provide safe and accessible pedestrian access to the gate house.
- Remodel or replace the gate house with a building that considers the check-in needs of both vehicles and pedestrians.
- Create a pedestrian check-in area that is separate from the vehicular circulation route.
- Provide a designated pedestrian zone for walk-in and bike-in guests to get out of traffic and interact with gate staff.
- Provide ample room for people arriving via bicycle and with children, strollers and trailers.
- Evaluate alternative methods of checking guests in for a smoother arrival sequence.



Key Idea: Safe Pedestrian Access to Gate House

KEY IDEA: WIDEN DROP-OFF AREA

- Widen the drop-off lane to allow vehicles to bypass other vehicles that require prolonged times to load or unload.
- Provide a designated drop-off zone and a bypass lane.
- Accommodate approximately 6 vehicles.
- Consolidate the two separated lanes into one much wider single lane to facilitate ingress/egress.



Key Idea: Widen Drop-off Area at Incline Beach



Key Idea: Widen Drop-off Area at Burnt Cedar

IMPROVE BEACH ENTRIES AND PEDESTRIAN ACCESS

KEY IDEA: PROVIDE WAYFINDING NEAR THE ENTRY

- Reinforce a welcoming experience.
- Provide IVGID a way to communicate with Incline Village residents.
- Consolidate signage to reduce sign pollution (e.g. hours of operation, events, available facilities).
- Identify a centralized location for signage near the entry and away from the check-in area.
- Convey recommendations of how to use facilities.



Key Idea: Provide Wayfinding and Information Near the Entry

INCLINE BEACH ENTRY AND PEDESTRIAN ACCESS CONCEPT

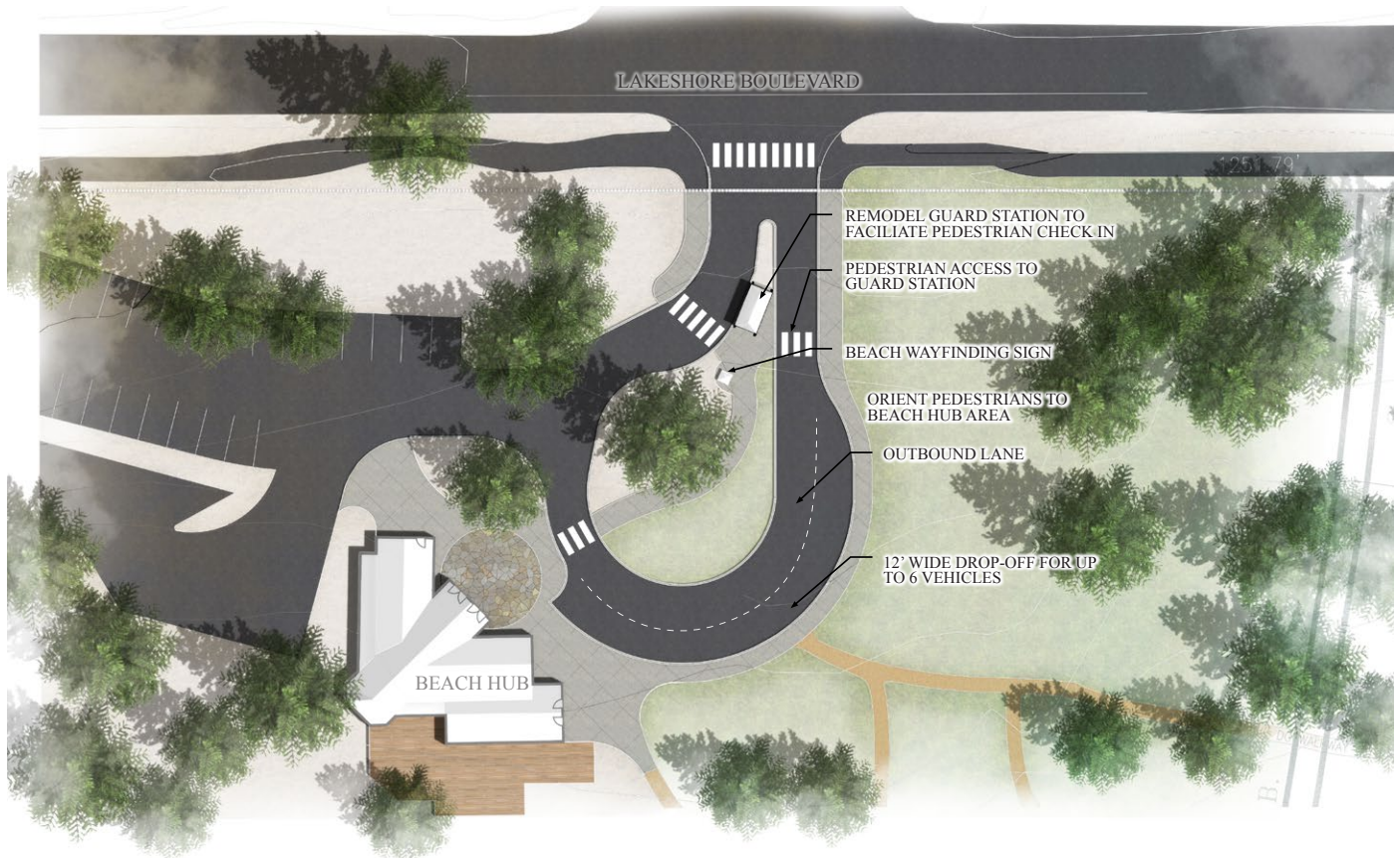


Figure 23: Improved Incline Beach Entry Concept

INCLINE BEACH: ENTRY AND PEDESTRIAN ACCESS CONCEPT

This diagram illustrates some thoughts for improving the entrance at Incline Beach. The key ideas include:

- Remodel or replace the gate house with a new building that meets the check-in needs of both vehicles and pedestrians.
- Provide safe and accessible pedestrian access to the gate house with striped crossings.
 - Create a pedestrian check-in area that is separate from the vehicular circulation route.
 - Enhance walk-in and bike-in access to move pedestrians out of the driveways and into a safe location to interact with gate agent.
 - Direct guests towards a new beach hospitality zone using wayfinding signage and accentuated paving materials.
- Reorganize the drop-off/loading area to allow vehicles to bypass waiting vehicles.
 - Expand and widen the drop-off to allow for a drop-off zone and a bypass lane.
 - Provide a drop-off zone for 6 vehicles.

Estimated Cost: \$180,000-\$200,000

IMPROVE BEACH ENTRIES AND PEDESTRIAN ACCESS

BURNT CEDAR BEACH ENTRY CONCEPT A

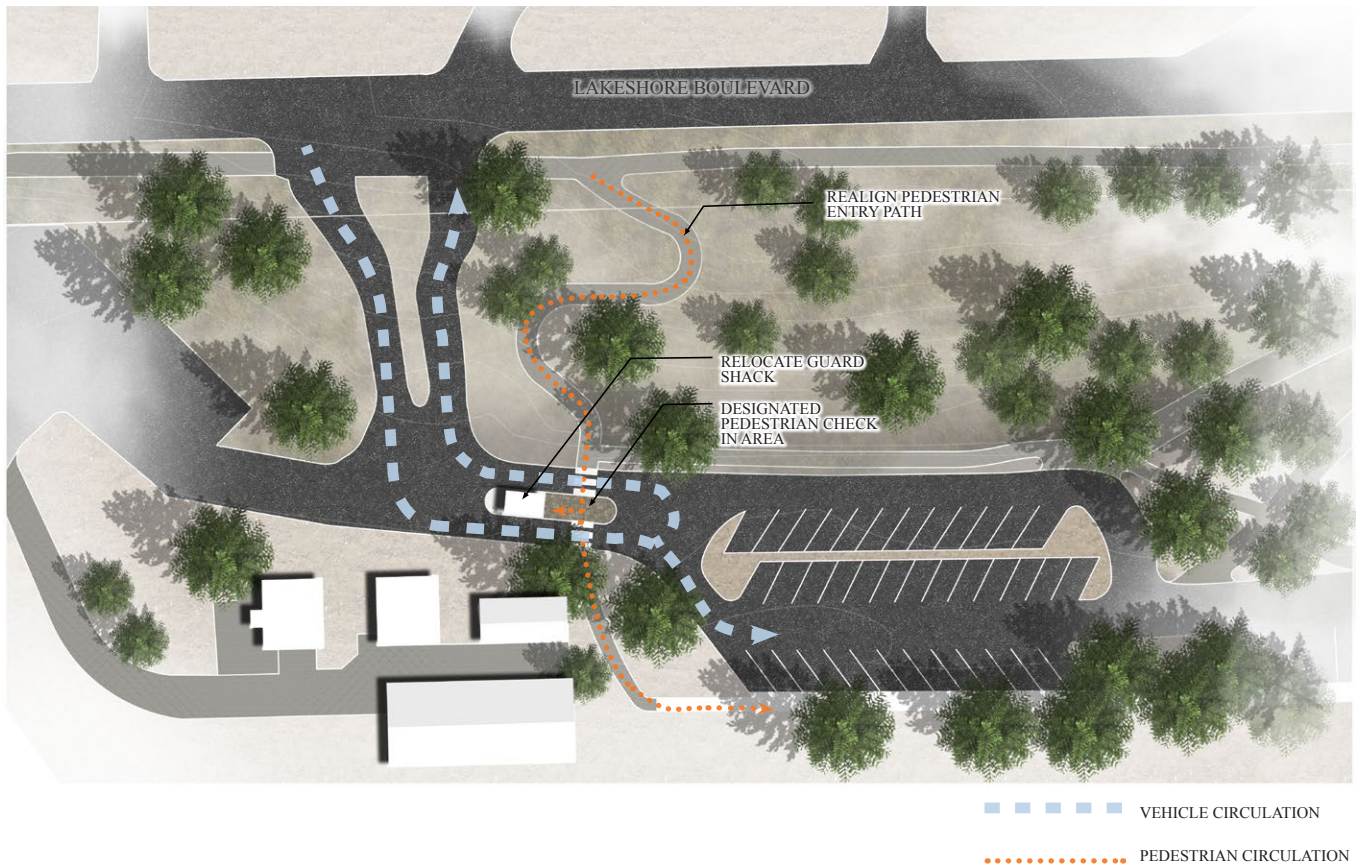


Figure 24: Improved Burnt Cedar Beach Entry Concept A

BURNT CEDAR BEACH: ENTRY AND PEDESTRIAN ACCESS CONCEPT

At Burnt Cedar Beach, the terrain and adjacent land use pose added challenges to improving the entry. Steep grades impact the ability to provide accessible pedestrian and bicycle access. The community's water disinfection plant which makes drinking water for Incline Village is located just west of the existing entry. Operations require unimpeded truck and maintenance vehicle access to service the water equipment. The entry must facilitate deliveries and emergency access. Trucks must be able to access the site at all times, even on peak days when traffic cues can back-up at the gate house.

The following two concepts illustrate considerations for a reconfigured entry to improve the ingress/egress of the property.

BURNT CEDAR BEACH ENTRY CONCEPT A

- Relocate the gate house to flatter terrain.
- Separate the pedestrian path from the road so that it can meander and have a gentler slope.
- Create a pedestrian check-in area that is separate from the vehicular circulation route.
- Direct pedestrians to use the existing, underutilized sidewalk to access the beach.

Estimated Cost: \$300,000 - \$350,000

BURNT CEDAR BEACH ENTRY CONCEPT B



Figure 25: Improved Burnt Cedar Beach Entry Concept B

BURNT CEDAR BEACH ENTRY CONCEPT B

- Demolish the existing entrance and shift it west to use water disinfection plant entry.
- Move the gate house to have a streamlined ingress/egress.
- Create a dedicated service lane ingress/egress of tanker trucks.
- Improve aesthetics of utility facilities through screening or other design elements.

Estimated Cost: \$490,000 - \$540,000

REPLACE RESTROOMS AND CONCESSION BUILDINGS

OVERALL OPPORTUNITIES (ALL BEACHES)

Improved restroom facilities and café/restaurant service received significant support from community survey responses. The site analysis and discussions with staff and concession vendors support the recommendation for enhancing the facilities. The restrooms located at both Incline Beach and Burnt Cedar Beach were constructed in the 1970s and are in need of replacement.

Concession facilities at both Incline Beach and Burnt Cedar Beach are also hampered due insufficient space and inefficient layouts. The following improvements could enhance both beach facilities:

KEY IDEA: SCRAMBLE STYLE FOOD + BEVERAGE LAYOUT

- Incorporate a “scramble” style food and beverage layout similar to Sand Harbor.
 - With a scramble system, guests have multiple service options, including grab and go or placing an order. Guests buying ready-made items such as fresh fruit, yogurts, bottled drinks and desserts do not wait in a long cue as orders are being filled.
 - Alleviate the long cue at the window.



Key Idea: Scramble Style Food + Beverage Layout



Key Idea: Scramble Style Food + Beverage Layout

KEY IDEA: OUTDOOR RINSE STATIONS

- Install outdoor rinse stations with new restroom facilities.
 - Provide a designated area for guests to rinse off sand or chlorine without impacting restroom cues and maintenance.
- Incorporate rinse stations as part of building in order to provide opportunities to utilize existing gas connections for warm water showers in order to provide a first rate experience.



Key Idea: Outdoor Rise Stations at Restrooms

INCLINE BEACH: RESTROOM AND CONCESSION BUILDING REPLACEMENT CONCEPT

Incline Beach is the most visited beach in the IVGID system and has one of the most undersized and dated restroom and concession facilities. Little reinvestment into the facility has occurred over the years. As discussed in the analysis chapter, the allocation of concession space is inadequate based on current need and the layout is subpar. The facility has an insufficient number of restrooms and both the food and beverage and bar services are hampered by the poor facilities.

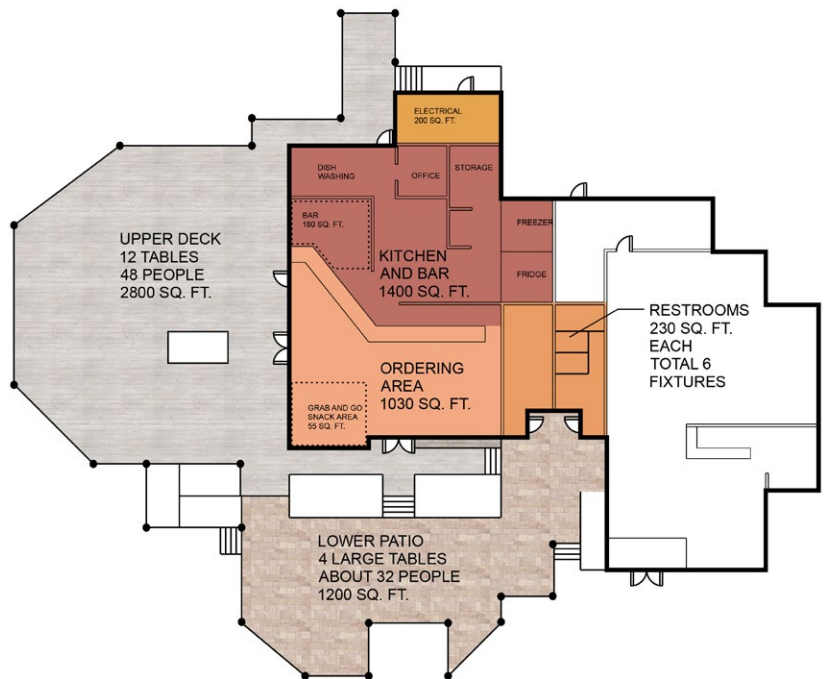
Because the building is dated and aging, the District has the opportunity to replace the facility with a building that meets current beach user needs. In addition to creating a scramble style food and beverage service and incorporating an outdoor rinse station, the following key ideas are opportunities to be incorporated as part of the Incline Beach restroom and concession building.

KEY IDEA: CREATE A BEACHFRONT HOSPITALITY ZONE

- Replace the existing restroom building with a new structure that provides contemporary food operations with scramble service.
- Utilize the Sand Harbor facility as a reference.
 - Create a first rate, family-friendly facility with smart design and good layout to make a busy day move quickly.
 - Enhance the guest’s experience.
 - The existing building is about 1,000 sqft with 300 sqft allocated to food and beverage. Utilize the opportunity to substantially enhance the kitchen and bar area. Hire a professional architect who specializes in commercial kitchens to design a first-rate facility for an expedited process.
- Incorporate a stand alone bar pavilion with its own dedicated water and power.
 - Site the bar pavilion to capitalize on views toward the lake.
- Provide restrooms sized to contemporary standards.



Key Idea: Create a Beachfront Hospitality Zone



Key Idea: Utilize the Sand Harbor facility as a reference project, the above image shows the floor plan and general space provisions from the Sand Harbor Visitor Building

- Improve ingress and egress to restrooms (shift to beach side).
- Provide 12-14 restroom stalls. Study the final number and mix as part of the final design. Restrooms can be in the same building as the food/ beverage concessionaire or in an adjacent structure. If located in a separate building, the restrooms should remain in roughly the same area as the current building because of its centralized location near the beach. The restrooms should face the lake to provide clear access to beach users. A building or space allocation of approximately 24 ft x 36 ft is required to accommodate the number of anticipated fixtures.
- Consider winterization of restrooms.
 - Even if whole facility isn't open for use, a family restroom may be winterized to accommodate the reduced use during the off-season.



Key Idea: Define Outdoor Seating with Lake Views

KEY IDEA: DEFINE OUTDOOR SEATING WITH LAKE VIEWS

- Improve the layout and create an efficient use of space around the Incline Beach concession.
- Provide a large outdoor deck or defined seating area under the existing tree canopy .
- Site the seating area adjacent to the food and beverage concessionaire.
- Takes advantage of lake views and integrate the seating with existing trees.
- Consider locating the bar as an island operation on the deck located between a new food/beverage concession building and the beach.
- Provide approximately 3,000 sqft to accommodate outdoor seating for between 50-70 people.
- Focus on the outdoor area.
 - Consider building a deck or creating an outdoor area that enhances the whole experience: food and beverage service, bar service, and passive recreation and relaxation.



Key Idea: Define Outdoor Seating with Lake Views

Estimated Cost: \$1,900,000-\$2,200,000 approximately \$350-\$450 per square foot

REPLACE RESTROOMS AND CONCESSION BUILDINGS

BURNT CEDAR BEACH: RESTROOM BUILDING REPLACEMENT CONCEPT

The restrooms at Burnt Cedar Beach are frequently used, but the changing rooms are rarely used and have historically been vandalized. The restrooms are nicely located near the beach and the playground. However, there is an opportunity to enhance the facilities to meet current beach goer needs and consider the opportunity to provide operational storage.

BURNT CEDAR BEACH RESTROOM BUILDING REPLACEMENT OPPORTUNITIES

- Replace the current restroom/ concession building with a new restroom structure in roughly the same location.
 - Expand the number of restroom stalls.
 - Provide restrooms sized to contemporary standards to accommodate the average daily use during peak periods of use.
 - Improve ingress and egress to restrooms (shift to beach side).
- Replace the open air changing rooms that do not meet current use patterns with a more needed use.
- Evaluate whether the new facility should include concession operations or additional storage.
 - The District does not have a great deal of storage at the beach facilities. In order to be able to improve overall operation effectiveness, take care of the properties and provide a first rate experience, the District needs to meet storage requirements.

Estimated Cost: \$500,000-\$750,000



Key Idea: Replace Burnt Cedar Beach Restroom



Key Idea: Maintain the Restroom's Current Spatial Relationship with the Playground and Beach Access

ENHANCE BURNT CEDAR BEACH POOL HOUSE

ENHANCE BURNT CEDAR BEACH POOL HOUSE: IMPROVED CONCESSION OPERATIONS

Improvements to the pool house would offer an opportunity to provide an enhanced experience. Even though it is a relatively new facility, the commercial kitchen space is awkward and does not facilitate food and beverage concessions. Recent improvements expanded the windows to streamline service, but it is not conducive to a more functional scramble style service. The bar service occupies a great deal of deck space and lacks basic utilities and storage. An opportunity exists to do strategic expansion/enhancement of the existing facilities to improve the concession operations and customer experience.

KEY IDEA: IMPROVE FLOW OF CONCESSIONS FACILITIES

- Remodel the deck area and adjacent building to incorporate more of a formal bar with potable water, sewer, power, etc.
- Consider a modest expansion/targeted remodel of the building focused on improving food service.
 - Expand the concessionaire pavilion and/or deck space to allow for the reconfiguration of the second level to include a scramble food service.
 - Provide space for additional high margin items in addition to an accessible retail kiosk.
 - Incorporate a simple shed roof to maintain the look and feel of the existing building's architecture.
 - Retain a qualified architect with commercial food service expertise in conjunction with an independent kitchen design consultant to reconsider the snack bar's overall flow and function.
- Creatively reconsider the lower level to accommodate staff needs with no net loss of functional space.
 - Utilize the entire upper level for food and beverage services.
 - Expand the bar into the lifeguard lounge area to free up the patio for patrons.

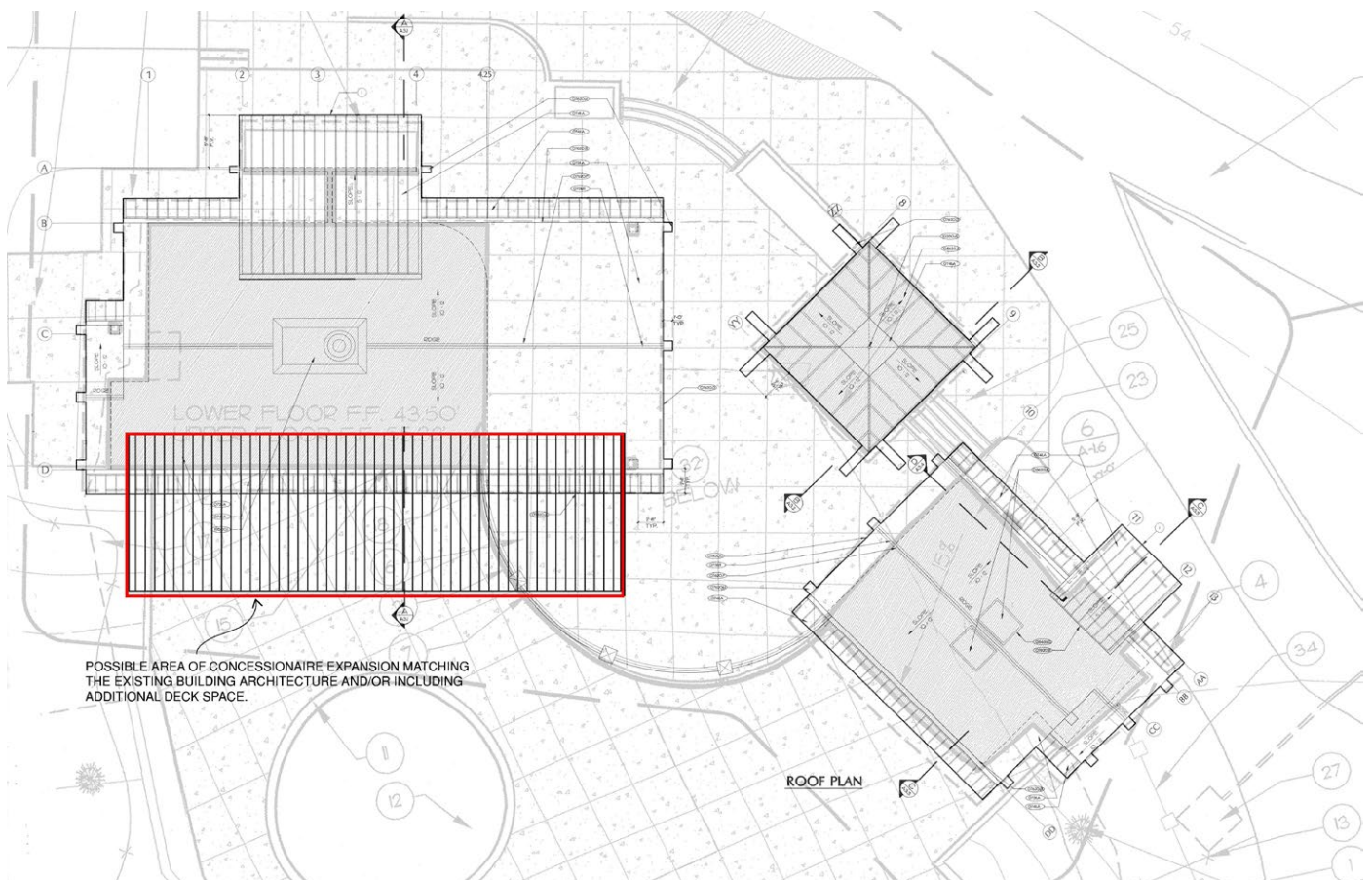


Key Idea: Improve Flow of Concession Facilities

ENHANCE BURNT CEDAR POOL HOUSE

- Efficiently design the “back-of-house” to improve service. Provide dry and cold storage that is optimally laid out for food preparation and delivery.
- Open the existing “sundries” window as a free standing retail kiosk within the public space to offer the concessionaire a viable means to sell the community items they may have forgotten or may need at the beach.
- Incorporate outdoor lighting into patio to improve the overall ambiance and extend the bar’s hours of operation.

Estimated Cost: \$300,000 - \$450,000



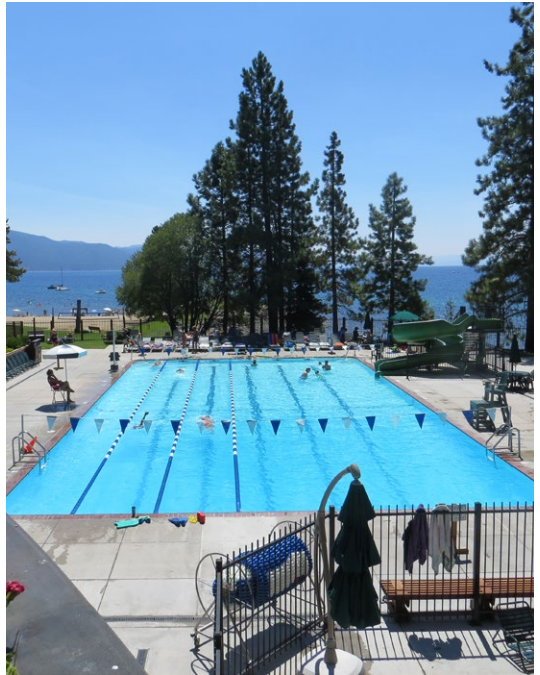
Key Idea: Consider a Modest Expansion/Targeted Remodel of the Building

ENHANCE BURNT CEDAR BEACH POOL HOUSE: IMPROVED MECHANICAL OPERATIONS

The pool is a critical component of why people come to Burnt Cedar Beach. When the new pool house was constructed, the 30+ year old pool infrastructure was not upgraded. On peak weekends, the mechanical system is struggling to keep up with the number of people. The result is a reduction of pool clarity. Water quality requirements are being met, but when the clarity reduces to the point the lifeguard can not see the bottom of the pool, the pool has to close. Therefore, periodically throughout the year the Burnt Cedar pool is closed as a direct result of old infrastructure. Additionally, the pool lacks a skimmer gutter. In the event investments are being made to the pool house, the opportunity exists to also invest in the pool mechanical equipment.

KEY IDEA: INCORPORATE MECHANICAL UPGRADES WITH REINVESTMENTS TO BURNT CEDAR POOL HOUSE

- Improve the filtration system in terms of overall capacity and filtration rates.
 - Overbuild the filtration equipment so the facility can accommodate the increase demand for swimming.
 - Consider investing new technologies similar to the ultra violet disinfection system used at the recreation center. This reduces the amount of chemicals and chlorine required for the pool. It helps with chlorinated issues which are a major contributor to clarity problems.
 - Enhance the pool heater which is undersized.
- Enhance the skimming technology in order to provide a much more reliable facility that will serve the community.
- Ensure the pool infrastructure is robust to meet the community's use demands.



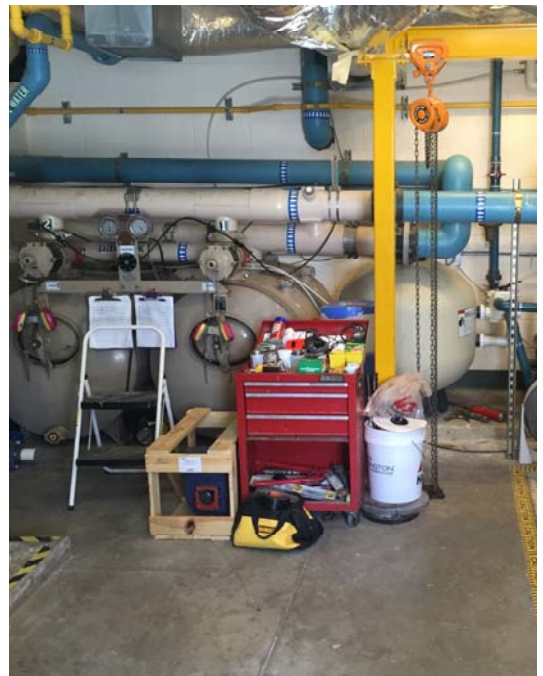
Key Idea: Utilize New Technologies to Enhance Pool Maintenance

Estimated Cost: \$190,000 - \$200,000

RELATED IDEA: CONSIDER POOL ENHANCEMENTS

- If investments are being made into the pool house and mechanical operations, consider modifications and enhancements to the pool areas to accommodate industry trends. Consider the enhancements in relationship to maintaining adequate pool deck for passive recreation and lounging. Enhancements may include zero entry, splash play, separating lap pool areas from active play areas and other features.
- Depending on the enhancements selected, this work could be a major undertaking that could include rebuilding the pool shell. Should the District wish to move forward with pool enhancements, additional study would be required.

Estimated Cost: Depends upon desired pool area program and design elements.



Key Idea: Upgrade Pool Mechanical Equipment

ENHANCE GROUP FACILITIES

ENHANCE GROUP FACILITIES AT INCLINE BEACH AND BURNT CEDAR

Group areas provide opportunities for family and friends to gather together and create memorable experiences. The beach and the lake provide a wonderful setting, however, the amenities and arrangements of the spaces dedicated to the existing group areas could be improved to create a more impressive sense of place for group gatherings. The majority of the facilities are reserved well in advance and Burnt Cedar Beach has the only facility with an enhanced barbecue area. The remaining facilities include a few barbecues with picnic tables. The following summary suggests opportunities for improving the group areas.

KEY IDEA: PROVIDE SHADE AND ENHANCED AMENITIES

- Provide shade.
 - Consider contextually appropriate structures that provide shade from the sun and shelter from the wind.
 - Coordinate the group picnic shelter aesthetic with other new buildings.
- Incorporate site furnishings, such as picnic tables and grills, that are unique to the group areas and consistent with the overall design theme.
- Utilize ground surfacing that enables persons of all abilities to easily access the group area and to navigate within the group areas.
- Evaluate the opportunity to provide utilities: e.g., water and power connections.
- Formalize the group spaces to create a distinctive group gathering area.
- Provide multiple grills and prep areas.

Estimated Cost: \$400,000-\$600,000



Key Idea: Enhance Group Facilities through Shade, Seating and Amenities

ENHANCE BURNT CEDAR BEACH INDIVIDUAL PICNIC AREAS

ENHANCE BURNT CEDAR BEACH WESTERN MOST INDIVIDUAL PICNIC AREAS

The western half of Burnt Cedar Beach is the one of the most underutilized areas of the beaches. This area has excellent views of the lake, but it is physically separated from the water. Therefore, guests tend to gravitate towards other regions of the facility. This area could be improved by strengthening the connection to other areas of the beach and by enhancing the landscape with new plantings and formalizing the picnic sites.

KEY IDEA: ENHANCE THE EXPERIENCE AT BURNT CEDAR BEACH INDIVIDUAL PICNIC AREAS

- Improve the user experience by enhancing the landscape through shrub and understory plantings and the use of turf.
- Clarify circulation to enhance connectivity with the rest of Burnt Cedar Beach facilities.
- Formalize picnic sites.
- Consider the use of individual shelters.

Estimated Cost: \$200,000-\$350,000



Key Idea: Formalize the Individual Picnic Sites and Clarify Circulation



Key Idea: Enhance the Landscape with Plantings and Strategic Turf Use

ENHANCE BEACH ACCESS AND PEDESTRIAN CONNECTIVITY

OVERALL BEACH ACCESS CONNECTIVITY ENHANCEMENTS

The current path system consists of concrete or asphalt walkways or decomposed granite paths. Informal circulation occurs as people make their way from the parking areas and entries to the lake. Improvements to the pedestrian circulation network could enhance the beach experience for guests and improve the overall site function.

KEY IDEA: IMPROVE PEDESTRIAN ACCESS TO THE LAKE

- Formalize pathways and circulation systems.
- Consider the use of a moveable boardwalk system to facilitate beach access for people with mobility issues, families with young children and users rolling coolers or other gear.
- Enhance the beach aesthetic.
- Reduce the areas of unconfined decomposed granite trails.
- Consider materials that are easily maintained and provide a firm and stable surface.



Key Idea: Provide a Firm and Stable Surface to Enhance Pedestrian Circulation to the Lake

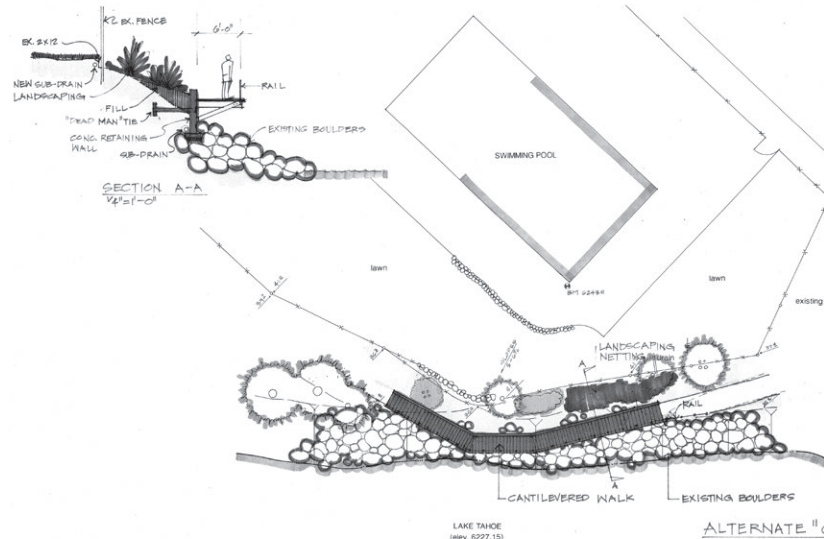
*Estimated Cost: \$16,000-\$20,000
approximately \$60 per linear foot for
a 6' wide walkway*

BURNT CEDAR BEACH: ENHANCE CIRCULATION BETWEEN THE SITE'S WESTERN PARKING AND PICNIC SITES AND THE EASTERN BEACH AREAS

The west side of Burnt Cedar is fairly isolated from the beach and use areas to the east. Users must walk through the pool deck space to travel from east to west. Or they must walk all the way around the Burnt Cedar pool house. In order to help direct users from the parking areas to the beach and from the beach to the picnic sites to the west, the pedestrian connectivity should be enhanced.

KEY IDEA: SEPARATE CIRCULATION AROUND THE POOL DECK

- Create a new pathway to connect the east and west sides of Burnt Cedar Beach.
- Consider a cantilevered/suspended boardwalk around the pool.
- Determine if a trail connection is possible, given potential permitting issues due to the proximity and visibility of the trail in relationship to the lake. If it is not feasible, reevaluate the trail connection when the time comes to reinvest in the pool. At that time, it may be possible to configure the pool deck space in a way that enables the construction of a lake side connection.



Key Idea: Separate Circulation around the Pool Deck Area

Estimated Cost: \$500,000-\$600,000



Figure 26: Circulation Enhancement Between the Western and Eastern Sides of Burnt Cedar Beach

ADD NON-MOTORIZED WATERCRAFT STORAGE AND LAUNCHING

ADD NON-MOTORIZED WATERCRAFT STORAGE AND LAUNCHING AT THE WESTERN SIDE OF BURNT CEDAR BEACH

Surveys revealed a desire for additional non-motorized watercraft storage. The western-most area of Burnt Cedar Beach is separated from the prime beach area by the water treatment facilities and other beach facilities. Similar to Incline Beach and Ski Beach and the non-motorized watercraft storage and launching at Hermit Beach, it offers an opportunity for storage which can be visually screened from the Lake and is separated from the prime beach area and the water sports concession to minimize conflicts. In addition, the beach area adjacent to the storage area is suitable for convenient launching for those utilizing the storage.

KEY IDEA: ADD NON-MOTORIZED WATERCRAFT STORAGE AND LAUNCHING AT THE WESTERN SIDE OF BURNT CEDAR BEACH

- Add non-motorized watercraft storage in the western side of Burnt Cedar Beach.
- Add additional vegetation to screen the storage from the Lake if necessary.
- Add wayfinding signage.

Estimated Cost: Approximately \$3,000 per 20-unit storage rack



Key Idea: Provide Non-motorized Watercraft Storage and Launching at Burnt Cedar Beach

CREATE A CONSISTENT DESIGN AESTHETIC

CREATE A CONSISTENT DESIGN AESTHETIC

As the beach facilities have evolved over time, a variety of materials have been used for walkways, walls and site elements. Some of the facilities are in good condition and others need maintenance or replacement. An opportunity exists to guide investment dollars, consolidate the overall look of the beaches and create a consistent design aesthetic that reflects the importance of the beach properties.

KEY IDEA: DEVELOP DESIGN GUIDELINES TO CREATE A CONSISTENT DESIGN AESTHETIC

- Develop a set of design guidelines to direct the development and replacement of beach amenities and facilities.
- Create a consistent visual experience for the beach facilities.
- Consider architectural and site finishes and details for the following elements:
 - Buildings
 - Shelters
 - Signage (including fonts and colors)
 - Walls
 - Curbs
 - Walkways
- Consider the level of investment and develop a hierarchy of style depending upon:
 - Visibility
 - Location
 - Function/Use

Estimated Cost: \$30,000 - \$50,000 (represents design costs only)



Key Idea: Provide a Consistent Design Aesthetic



Key Idea: Unify the Appearance of Walls



Key Idea: Enhance Walkways



Key Idea: Focus the Use of Accent Materials in Highly Visible and Utilized Facilities

OPERATIONAL ENHANCEMENTS

CONSIDERATIONS FOR ENHANCED OPERATIONS

The following opportunities were identified through the community outreach process as desired beach improvements:

- Provide music events
- Increase rental opportunities
- Enhance the food and beverage service (correlated with improving the physical facilities)
- Improve the guest check-in process (correlated with reorganizing the physical facilities)



Key Idea: Consider Enhanced Operations Such as Improving the Area for Music Events

Board Priority Projects (2019-2020)
Updated for the March 24, 2021 Budget Workshop #3

The Board of Trustees has previously identified specific “priority” projects selected from the District’s Community Services Master Plan as well as critical utility infrastructure projects. Projects stemming from the District’s Community Services Master Plan were updated by the Board at their meeting of September 25, 2019. Additional projects were considered as candidates for Board priorities throughout the development of the updated Five-Year Capital Improvement Plan, adopted in conjunction with the FY2020/21 Annual Budget.

Update on existing Board Priority Capital Improvement Projects

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

Community Services Priority Projects

Incline Village Community Dog Park

Current Status – Discussions with United States Forest Service to discuss requirements of special use permit.

Next Steps – Determine appropriate means to obtain rights to United States Forest Service parcel across from Incline High School

Next Board Action – To be determined.

Schedule – Schedule is dependent on Special Use Permit and/or State Legislation

Project Cost Estimate: TBD

Funding Status: Unfunded

Funding Source: TBD

Incline Beach House Improvement Project

Current Status – Multiple alternatives of Incline Beach House Project were discussed at January 22, 2020 Board of Trustees Meeting.

Next Steps – Assemble Community Group to determine scope of project.

Board Priority Projects (2019-2020)
Updated for the March 24, 2021 Budget Workshop #3

Next Board Action – TBD

Schedule – Target Assembling Community Group in Spring/Summer 2021.

Project Cost Estimate: TBD

Funding Status: \$100,000 planning funds in FY2020/21 CIP Rollover funds to FY 2021-22

Funding Source: TBD (Beach Fund)

Incline Tennis Center Renovations

Current Status – Board of Trustees awarded construction contract to Daniel Fraiman Construction at the June 10, 2020 meeting. Construction is On schedule to be complete in time for 2021 Tennis season

Schedule – Substantial completion schedule for April 1, 2021

Project Cost Estimate: \$1,088,200

Funding Status: FY2019/20 CIP (carry-over to FY2020/21)

Funding Source: Community Services Capital Fund

Burnt Cedar Pool Renovation

Current Status – In design

Next Steps – Complete final design and permitting.

Next Board Action – Authorize Guaranteed Maximum Price at April 28, 2021 Board Meeting

Schedule – Design/Permitting Fall/Winter 2020/2021. Construction to commence Spring 2021

Current Project Cost Estimate: \$4,833,289

Funding Status: Five-year CIP includes \$4.35 million to fund construction

Funding Source: Beach Capital Fund

Bocce Court Construction Project

Current Status – Completed 7/27/2020

Total Project Cost: \$103,077

Funding Source: Community Services Special Revenue Fund

Utility Infrastructure Projects

Effluent Pipeline Project

Current Status –Hired a Construction Manager-At-Risk

Next Steps – Construction-Manager-At-Risk is reviewing background material and working to prepare a Findings Memorandum.

Next Board Action – Authorize design contract.

Schedule – Begin design in FY2020/21, target Construction as early as FY2021/22. Multi-year project.

Project Cost Estimate:

Funding Status: \$11.6 million fund balance reserved

\$2.0 million per year through Five-Year CIP (2024/25)

Funding Source: TBD – (Utility Fund)

Other Significant Projects of Importance

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

Board Priority Projects (2019-2020)
Updated for the March 24, 2021 Budget Workshop #3

- Rec Center Locker Room Improvements
 - Current Status – Design (Contract awarded 8/27/2020)
 - Schedule – Design FY2020/21, Construction FY2021/22
 - Project Cost Estimate: \$780,000
 - Funding Status: FY2020/21 and FY2021/22 CIP
 - Funding Source: Community Services Fund Capital Fund

- Championship Golf Maintenance Building Improvements
 - Current Status – Construction (Notice to Proceed 7/8/2020)
 - Schedule – Construction FY2021/22
 - Project Cost Estimate: \$578,433
 - Funding Status: FY2020/21 CIP
 - Funding Source: Community Services Fund Capital Fund

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

Financing Options – Priority Projects

	Cost Estimate (\$M)	Existing Fund Balance	User Fees / Rates		Potential Debt Financing
			Current	Future	
<i>Community Services Priority Projects</i>					
Incline Village Dog Park	TBD				
Incline Beach House Improvement Project	\$3.0			X	X
Tennis Center Renovation Project	\$1.09	Budget			
Burnt Cedar Pool Renovation Project	\$4.83	X	X		
<i>Other Significant Projects</i>					
Ski Way and Diamond Peak Parking Lot	\$3.9				X
Championship Golf Maintenance Bldg.		Budget			
<i>Utility Infrastructure Projects</i>					
Effluent Pipeline Project	TBD	X	X		X



DRAFT FiveYear Capital Improvement Plan Update Summary

As of 3/15/21

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

Fund / Department	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
General Fund												
Accounting / Information	369,038	434,938	133,950	354,000	105,900	310,000	329,950	525,000	353,500	207,000	\$ 1,292,338	\$ 1,830,938
General	112,500	37,500	155,000	230,000	3,205,000	3,205,000	5,000	5,000	5,000	5,000	\$ 3,482,500	\$ 3,482,500
Sub-Total	\$ 481,538	\$ 472,438	\$ 288,950	\$ 584,000	\$ 3,310,900	\$ 3,515,000	\$ 334,950	\$ 530,000	\$ 358,500	\$ 212,000	\$ 4,774,838	\$ 5,313,438
Utilities												
Public Works Shared	1,576,500	1,350,500	883,000	691,000	349,500	399,500	573,320	877,320	896,700	928,700	\$ 4,279,020	\$ 4,247,020
Water	706,000	705,000	1,511,000	1,531,000	930,000	941,000	1,105,000	1,195,000	2,350,000	2,505,000	\$ 6,602,000	\$ 6,877,000
Sewer	2,658,200	2,586,000	2,315,000	2,335,000	2,675,000	2,675,000	2,940,000	2,990,000	1,455,000	3,773,000	\$ 12,043,200	\$ 14,359,000
Sub-Total	\$ 4,940,700	\$ 4,641,500	\$ 4,709,000	\$ 4,557,000	\$ 3,954,500	\$ 4,015,500	\$ 4,618,320	\$ 5,062,320	\$ 4,701,700	\$ 7,206,700	\$ 22,924,220	\$ 25,483,020
Internal Services												
Fleet	-	-	30,000	30,000	12,000	12,000	28,000	28,000	-	-	\$ 70,000	\$ 70,000
Buildings	64,800	-	-	-	-	-	-	21,200	-	45,000	\$ 64,800	\$ 66,200
Sub-Total	\$ 64,800	\$ -	\$ 30,000	\$ 30,000	\$ 12,000	\$ 12,000	\$ 28,000	\$ 49,200	\$ -	\$ 45,000	\$ 134,800	\$ 136,200
Community Services												
Championship Golf	522,980	476,880	267,000	286,700	1,064,900	1,202,900	586,300	915,300	1,134,580	1,149,880	\$ 3,575,760	\$ 4,031,660
Mountain Golf	694,500	688,900	1,042,500	995,500	604,500	689,500	900,200	890,200	45,000	35,000	\$ 3,286,700	\$ 3,299,100
Facilities	174,400	167,400	138,500	138,500	104,000	104,000	91,620	91,620	27,175	27,175	\$ 535,695	\$ 528,695
Ski	5,098,950	1,329,250	528,400	4,425,000	601,900	656,900	1,320,500	672,500	1,600,500	5,949,094	\$ 9,150,250	\$ 13,032,744
Parks	267,200	254,200	655,000	311,000	295,000	435,000	197,000	587,000	121,900	121,900	\$ 1,536,100	\$ 1,709,100
Tennis	5,000	5,000	5,000	5,000	33,000	33,000	32,500	32,500	35,000	35,000	\$ 110,500	\$ 110,500
Recreation Center	917,050	828,000	406,500	428,500	610,720	610,720	364,700	364,700	66,000	163,100	\$ 2,364,970	\$ 2,395,020
Community Services Shared	53,000	-	-	-	-	64,000	-	-	-	-	\$ 53,000	\$ 64,000
Sub-Total	\$ 7,733,080	\$ 3,749,630	\$ 3,042,900	\$ 6,590,200	\$ 3,314,020	\$ 3,796,020	\$ 3,492,820	\$ 3,553,820	\$ 3,030,155	\$ 7,481,149	\$ 20,612,975	\$ 25,170,819
Beaches	\$ 2,825,060	\$ 4,520,060	\$ 349,000	\$ 349,000	\$ 449,500	\$ 449,500	\$ 208,100	\$ 283,100	\$ 1,042,700	\$ 1,757,700	\$ 4,874,360	\$ 7,359,360
TOTAL	\$ 16,045,178	\$ 13,383,628	\$ 8,419,850	\$ 12,110,200	\$ 11,040,920	\$ 11,788,020	\$ 8,682,190	\$ 9,478,440	\$ 9,133,055	\$ 16,702,549	\$ 53,321,193	\$ 63,462,837



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Legend:

	Capital Programs
	Maintenance
	Fleet Vehicles
	Priority Projects / Master Plans
	New Projects / Updates

Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total			
General Fund																		
Accounting/Information Systems	1212OE1701	Accounting Printer Replacement	Director of Finance	-	-	-	-	-	-	-	-	8,400	-	8,400	-			
	1213CE1501	Wireless Controller Upgrade	Director of IT	-	-	-	-	-	-	-	-	72,000	72,000	72,000	72,000			
	1213CE1701	District Communication Radios	Network Administrator	10,000	10,000	-	-	-	-	-	-	-	-	10,000	10,000			
	1213CE1901	Completion of analog Phone System upgrade to VoIP	Director of IT	66,000	66,000	-	-	-	-	-	-	-	-	66,000	66,000			
		Network Upgrades - Switches, Controllers, WAP	Director of IT	-	75,000	-	125,000	-	95,000	-	50,000	-	-	-	345,000			
		Network Closet Updates - (HVAC)	Director of IT	-	-	-	15,000	-	15,000	-	-	-	-	-	30,000			
		Fiber Installation / Replacement	Director of IT	-	10,000	-	20,000	-	-	-	-	-	-	-	30,000			
		Security Cameras	Director of IT	-	50,000	-	50,000	-	50,000	-	50,000	-	-	-	200,000			
	1315CO1801	HRMS/Payroll/Financial System		91,438	91,438	-	-	-	-	-	-	-	-	91,438	91,438			
	1213CO1505	Server Storage and Computing Hardware. Licensing	Director of IT	92,000	-	-	-	-	-	220,000	275,000	102,800	-	414,800	275,000			
	1213CO1802	Microsoft Exchange Server	Director of IT	-	-	-	-	-	-	-	-	31,500	-	31,500	-			
	1213CO1803	Microsoft Office Licenses	Director of IT	9,600	-	-	-	-	-	-	-	10,500	-	20,100	-			
	1213CO1804	Windows Server Operating System	Director of IT	-	-	-	-	-	-	-	-	16,500	-	16,500	-			
		Email - Microsoft Office 365 (hosted)	Director of IT	-	-	-	-	-	-	-	75,000	-	60,000	-	135,000			
		Power Infrastructure Improvements		-	-	-	-	-	-	-	-	-	-	-	-			
		Uninterruptible Power Supply	Director of IT	-	27,500	-	-	-	15,000	-	-	-	-	-	42,500			
		Back-up Generators	Director of IT	-	30,000	-	38,000	-	60,000	-	-	-	-	-	128,000			
	1213CO1703	District Wide PC, Laptops, Peripheral Equipment and Desk Top Printers	IT Technician	100,000	75,000	102,950	75,000	105,900	75,000	109,950	75,000	111,800	75,000	530,600	375,000			
	1213LV1721	IS&T Pick-up Truck and Cargo Unit	Fleet Superintendent	-	-	31,000	31,000	-	-	-	-	-	-	31,000	31,000			
	Total			369,038	434,938	-	133,950	354,000	105,900	310,000	329,950	525,000	##	353,500	207,000	1,292,338	1,830,938	
	1099BD1502	Upgrade Public Bathrooms at Administration for ADA Compliance	Buildings Superintendent	75,000	-	-	75,000	-	-	-	-	-	-	75,000	75,000			
	1099BD1701	Administration Services Building - Placeholder	Engineering Manager	-	-	150,000	150,000	3,200,000	3,200,000	-	-	-	-	3,350,000	3,350,000			
	1099OE1401	Admin Printer Copier Replacement - 893 Southwood Administration Building	District Clerk	32,500	32,500	-	-	-	-	-	-	-	-	32,500	32,500			
General	1099LI1705	Pavement Maintenance - Administration Building	Senior Engineer	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	25,000			
	Total			112,500	37,500	-	155,000	230,000	3,205,000	3,205,000	-	5,000	5,000	##	5,000	5,000	3,482,500	3,482,500
	Total General Fund			481,538	472,438	288,950	584,000	3,310,900	3,515,000	334,950	530,000	358,500	212,000	4,774,838	5,313,438			



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	Priority Projects / Master Plans
	New Projects / Updates
	Security Cameras
	\$\$\$

Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
Utilities															
Public Works Shared	2097BD1702	Replace Public Works Front Security Gate	Buildings Superintendent	-	-	-	-	-	-	79,320	79,320	-	-	79,320	79,320
	2097BD1704	Replace Roof Public Works #B	Buildings Superintendent	105,000	105,000	-	-	-	-	-	-	-	-	105,000	105,000
	2097CO2101	Public Works Billing Software Replacement	Public Works Administrative Manager	100,000	10,000	100,000	100,000	50,000	100,000	-	50,000	-	-	250,000	260,000
	2097DI1401	Adjust Utility Facilities in NDOT/Washoe County Right of Way	Senior Engineer	180,000	180,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	420,000	420,000
	2097BD1202	Paint Interior Building #A	Buildings Superintendent	49,000	-	-	49,000	-	-	-	-	-	-	49,000	49,000
	2097BD1204	New Carpet Building #A	Buildings Superintendent	47,000	-	-	47,000	-	-	-	-	-	-	47,000	47,000
	2097LI1401	Pavement Maintenance, Utility Facilities	Senior Engineer	247,500	247,500	90,000	90,000	12,500	12,500	260,000	260,000	260,000	260,000	870,000	870,000
	2097LI1701	Pavement Maintenance, Reservoir 3-1 WPS 4-2/5-1	Senior Engineer	220,000	220,000	-	-	-	-	-	-	-	-	220,000	220,000
	2097HE1725	Loader Tire Chains	Fleet Superintendent	20,000	20,000	-	-	-	-	-	-	20,700	20,700	40,700	40,700
	2097HE1729	2002 Caterpillar 950G Loader #523	Fleet Superintendent	265,000	265,000	-	-	-	-	-	-	-	-	265,000	265,000
	2097HE1730	2002 Caterpillar 950G Loader #525	Fleet Superintendent	265,000	265,000	270,000	-	-	-	-	-	-	-	270,000	265,000
	2097HE1731	2018 MultiHog MX120 Snowblower #783	Fleet Superintendent	-	-	-	-	-	-	-	-	176,000	176,000	176,000	176,000
	2097HE1750	1997 Forklift #315	Fleet Superintendent	-	-	-	-	36,000	36,000	-	-	-	-	36,000	36,000
	2097HE1751	2013 Trackless Snowblower #687	Fleet Superintendent	-	-	175,000	175,000	-	-	-	-	-	-	175,000	175,000
	2097HE1752	2001 105KW Mobile Generator #313	Fleet Superintendent	-	-	50,000	50,000	-	-	-	-	-	-	50,000	50,000
	2097HV1753	2004 Freightliner Vactor Truck #534	Fleet Superintendent	-	-	-	-	-	-	-	-	380,000	380,000	380,000	380,000
	2097HV1755	2001 Peterbilt Bin Truck #468	Fleet Superintendent	190,000	-	-	-	-	-	-	190,000	-	-	190,000	190,000
	2097LE1720	Snowplow #300A	Fleet Superintendent	18,000	19,000	-	-	-	-	-	-	-	-	18,000	19,000
	2097LE1721	Snowplow #307A	Fleet Superintendent	-	19,000	18,000	-	-	-	-	-	-	-	18,000	19,000
	2097LE1722	Slurry Liquidator #326	Fleet Superintendent	41,000	-	-	-	-	-	-	-	-	-	41,000	41,000
	2097LE1724	2019 Sander/Spreader #808	Fleet Superintendent	-	-	-	-	-	-	10,000	10,000	-	-	10,000	10,000
	2097LE1727	2012 Snowplow #669B	Fleet Superintendent	-	-	-	-	-	-	72,000	72,000	-	-	72,000	72,000
	2097LV1710	2013 Chevy Equinox	Fleet Superintendent	-	-	-	-	37,000	37,000	-	-	-	-	37,000	37,000
	2097LV1734	2013 1/2 Ton Pick-Up #677 Treatment	Fleet Superintendent	-	-	-	-	37,000	37,000	-	-	-	-	37,000	37,000
	2097LV1735	2003 GMC 3/4-Ton Pick-up #702	Fleet Superintendent	-	-	-	-	-	-	34,000	34,000	-	-	34,000	34,000
	2097LV1736	2005 Chevy 1/2-Ton Pick-up #553	Fleet Superintendent	32,000	-	-	-	-	-	-	32,000	-	-	32,000	32,000
	2097LV1738	2009 Chevrolet 1/2 Ton Pick-up Truck #631	Fleet Superintendent	30,000	-	-	-	-	-	-	32,000	-	-	30,000	32,000
	2097LV1739	2009 Chevrolet 1/2 Ton Pick-up Truck #632 Engineering Dept.	Fleet Superintendent	32,000	-	-	-	-	-	-	-	32,000	-	32,000	32,000
	2097LV1740	2012 Extend-A-Cab Pick-up #678 Pipeline Dept.	Fleet Superintendent	-	-	32,000	32,000	-	-	-	-	-	-	32,000	32,000
	2097LV1741	2004 3/4-Ton Service Truck w/liftgate & crane #703	Fleet Superintendent	-	-	-	-	-	-	58,000	58,000	-	-	58,000	58,000
	2097LV1743	2013 1-Ton Flatbed #679 Pipeline Dept.	Fleet Superintendent	-	-	-	-	44,000	44,000	-	-	-	-	44,000	44,000
	2097LV1744	2012 1-Ton Service Truck w/ Liftgate #668 Treatment	Fleet Superintendent	-	-	43,000	43,000	-	-	-	-	-	-	43,000	43,000
	2097LV1745	2013 1-Ton Service Truck #680 Utilities Electrician	Fleet Superintendent	-	-	-	-	44,000	44,000	-	-	-	-	44,000	44,000
	2097LV1748	2008 Chevrolet Service Truck #680	Fleet Superintendent	-	-	45,000	45,000	-	-	-	-	-	-	45,000	45,000
	2097OE1205	Large Format Printer Replacement	Public Works Contract Administrator	-	-	-	-	29,000	29,000	-	-	-	-	29,000	29,000
	Total			1,576,500	1,350,500	883,000	691,000	349,500	399,500	573,320	877,320	896,700	928,700	4,279,020	4,247,020
Water															
	2299DI1702	Water Pump Station 2-1 Improvements	Engineering Manager	-	-	300,000	320,000	-	-	-	-	-	-	300,000	320,000
	2299DI2603	Residential meter and electronics replacement	Collection/Distribution Supervisor	-	-	-	-	150,000	150,000	250,000	250,000	250,000	250,000	650,000	650,000
	2299WS1804	R6-1 Tank Road Construction SCADA - Servers / Network	Senior Engineer Director of IT	125,000	125,000	-	-	-	-	-	70,000	-	-	125,000	125,000
	2299DI1102	Water Pumping Station Improvements	Engineering Manager	70,000	70,000	50,000	50,000	50,000	50,000	50,000	50,000	-	50,000	220,000	270,000
	2299DI1103	Replace Commercial Water Meters, Vaults and Lids	Collection/Distribution Supervisor	40,000	40,000	40,000	40,000	40,000	20,000	-	20,000	-	20,000	120,000	140,000
	2299DI1204	Water Reservoir Coatings and Site Improvements	Utility Maintenance Specialist	85,000	85,000	60,000	60,000	80,000	80,000	55,000	55,000	-	85,000	280,000	365,000
	2299DI1401	Burnt Cedar Water Disinfection Plant Improvements	Engineering Manager	55,000	55,000	25,000	25,000	25,000	25,000	150,000	150,000	1,500,000	1,500,000	1,755,000	1,755,000
	2299WS1705	Watermain Replacement - Crystal Peak Road	Senior Engineer	50,000	50,000	986,000	986,000	-	-	-	-	-	-	1,036,000	1,036,000
	2299WS1706	Watermain Replacement - Slott Pk Ct	Senior Engineer	250,000	280,000	-	-	-	-	-	-	-	-	250,000	280,000
	2299WS1802	Watermain Replacement - Alder Avenue	Senior Engineer	-	-	50,000	50,000	535,000	535,000	-	-	-	-	585,000	585,000
	2299WS1803	Watermain Replacement - Future	Senior Engineer	-	-	-	-	50,000	50,000	600,000	600,000	600,000	600,000	1,250,000	1,250,000
	2299LV1720	2013 Mid Size Truck #630 Compliance	Fleet Superintendent	31,000	-	-	-	-	31,000	-	-	-	-	31,000	31,000
	Total			706,000	705,000	1,511,000	1,531,000	930,000	941,000	1,105,000	1,195,000	2,350,000	2,505,000	6,602,000	6,877,000
Sewer															
	2524SS1010	Effluent Pipeline Project	Engineering Manager	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	2,000,000	8,000,000	10,000,000
	2599BD1105	Building Upgrades Water Resource Recovery Facility	Utility Superintendent	40,000	60,000	30,000	30,000	50,000	50,000	275,000	275,000	-	-	395,000	415,000
	2599DI1701	Sewer Pumping Station 14 Improvements	Engineering Manager	-	-	-	-	30,000	30,000	85,000	85,000	200,000	200,000	315,000	315,000
	2599SS1702	WRRF Biosolids Bins	Utility Superintendent	-	-	-	-	-	-	-	-	100,000	100,000	100,000	100,000
	2599SS1901	Wastewater Resource Recovery Facility (WRRF) Drainage Improvements	Senior Engineer	12,500	12,500	-	-	-	-	-	-	-	-	12,500	12,500



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	\$\$\$

Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
	2599SS2107	Update Camera Equipment	Collection/Distribution Supervisor	60,000	60,000	-	-	-	-	-	-	-	-	60,000	60,000
		SCADA - Servers / Network	Director of IT										70,000	-	70,000
	2599DI1104	Sewer Pumping Station Improvements	Engineering Manager	30,000	70,000	30,000	50,000	50,000	50,000	50,000	50,000	200,000	200,000	360,000	420,000
	2599SS1102	Water Resource Recovery Facility Improvements	Utility Superintendent	75,000	140,000	100,000	100,000	175,000	175,000	475,000	475,000	400,000	400,000	1,225,000	1,290,000
	2599SS1103	Wetlands Effluent Disposal Facility Improvements	Utility Maintenance Specialist	183,500	183,500	100,000	100,000	100,000	100,000	-	50,000	-	50,000	383,500	483,500
	2599SS1203	Replace & Reline Sewer Mains, Manholes and Appurtenances	Senior Engineer	60,000	60,000	55,000	55,000	105,000	105,000	55,000	55,000	555,000	555,000	830,000	830,000
	2523HE1723	2001 Sellick Forklift #499	Fleet Superintendent	-	-	-	-	65,000	65,000	-	-	-	-	65,000	65,000
	2523HV1721	2006 Kenworth T800 Bin truck #587	Fleet Superintendent	197,200	-	-	-	-	-	-	-	-	198,000	197,200	198,000
	2523LE1720	2018 Flail Mower #784	Fleet Superintendent	-	-	-	-	15,000	15,000	-	-	-	-	15,000	15,000
	2524HE1725	2008 Chevrolet Camera Truck #615	Fleet Superintendent	-	-	-	-	85,000	85,000	-	-	-	-	85,000	85,000
				-	-	-	-	-	-	-	-	-	-	-	-
	Total			2,658,200	2,586,000	2,315,000	2,335,000	2,675,000	2,675,000	2,940,000	2,990,000	1,455,000	3,773,000	12,043,200	14,359,000
		Total Utilities		4,940,700	4,641,500	4,709,000	4,557,000	3,954,500	4,015,500	4,618,320	5,062,320	4,701,700	7,206,700	22,924,220	25,483,020



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Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
Internal Service															
Fleet	5190ME1201	Replacement Shop Tools and Equipment	Fleet Superintendent	-	-	16,000	16,000	-	-	-	-	-	-	16,000	16,000
	5197CO1501	Fuel Management Program	Fleet Superintendent	-	-	-	-	-	-	28,000	28,000	-	-	28,000	28,000
	5197CO1801	Fleet Software upgrade - manages rolling stock/equip	Fleet Superintendent	-	-	14,000	14,000	-	-	-	-	-	-	14,000	14,000
	5197LE1720	Replace 2007 Vehicle/Equipment Trailer #629	Fleet Superintendent	-	-	-	-	12,000	12,000	-	-	-	-	12,000	12,000
	Total			-	-	30,000	30,000	12,000	12,000	28,000	28,000	-	-	70,000	70,000
Buildings	5394LE1723	2003 Genie Scissor Lift	Fleet Superintendent	16,000	-	-	-	-	-	-	16,000	-	-	16,000	16,000
	5394LE1724	2004 Equipment Trailer (Tilt)	Fleet Superintendent	5,200	-	-	-	-	-	-	5,200	-	-	5,200	5,200
	5394LV1720	Replace 2005 Service Truck 4X4 (1-ton) #555	Fleet Superintendent	43,600	-	-	-	-	-	-	-	-	45,000	43,600	45,000
	Total			64,800	-	-	-	-	-	-	21,200	-	45,000	64,800	66,200
	Total Internal Service			64,800	-	30,000	30,000	12,000	12,000	28,000	49,200	-	45,000	134,800	136,200



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Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
Community Services															
Championship Golf	3141GC1103	Irrigation Improvements	Grounds Superintendent Golf Courses	26,000	11,000	15,000	15,000	30,000	20,000	27,000	27,000	15,000	-	113,000	73,000
	3141GC1202	Championship Course Bunkers	Grounds Superintendent Golf Courses	-	-	-	-	-	130,000	-	135,000	130,000	140,000	130,000	405,000
	3141GC1803	Championship Course Tees	Grounds Superintendent Golf Courses	12,000	12,000	-	-	-	-	-	-	-	-	12,000	12,000
	3141GC1901	Practice Green Expansion	Grounds Superintendent Golf Courses	-	-	-	-	-	-	150,000	200,000	-	-	150,000	200,000
	3141LI1201	Pavement Maintenance of Parking Lots - Champ Course & Chateau	Senior Engineer	17,500	17,500	65,000	65,000	615,000	615,000	5,000	5,000	5,000	5,000	707,500	707,500
	3141LI1202	Cart Path Replacement - Champ Course	Senior Engineer	55,000	55,000	55,000	55,000	55,000	55,000	195,000	195,000	187,500	187,500	547,500	547,500
	3141LV1898	Championship Golf Course Electric Cart Fleet and GPS	Director of Golf	-	CFWD	-	-	-	-	-	-	620,000	620,000	620,000	620,000
	3142LE1722	2001 Shatterline Aerifier #500	Fleet Superintendent	-	-	-	-	8,000	8,000	-	-	-	-	8,000	8,000
	3142LE1723	2017 Toro Force Debris Blower #742	Fleet Superintendent	-	-	10,000	10,000	-	-	-	-	-	-	10,000	10,000
	3142LE1725	2015 Carryall Club Car #720	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3142LE1726	2015 Carryall Club Car #721	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3142LE1743	2017 Toro Sand Pro 3020 #744	Fleet Superintendent	-	-	-	-	22,000	22,000	-	-	-	-	22,000	22,000
	3142LE1744	2014 Toro Tri-Plex Mower 3250D #694	Fleet Superintendent	48,800	46,000	-	-	-	-	-	-	-	-	48,800	46,000
	3142LE1745	2017 Toro 3500D Mower #743	Fleet Superintendent	38,000	37,000	-	-	-	-	-	-	-	-	38,000	37,000
	3142LE1746	2012 JD 8500 Fairway Mower #670	Fleet Superintendent	92,000	93,500	-	-	-	-	-	-	-	-	92,000	93,500
	3142LE1747	2011 Toro Greensmaster 4000D #650	Fleet Superintendent	69,000	68,400	-	-	-	-	-	-	-	-	69,000	68,400
	3142LE1748	2015 Toro Greensmaster 1600 #711	Fleet Superintendent	-	-	-	-	11,300	11,300	-	-	-	-	11,300	11,300
	3142LE1749	2015 Toro Greensmaster 1600 #712	Fleet Superintendent	-	-	-	-	11,300	11,300	-	-	-	-	11,300	11,300
	3142LE1750	2013 JD 3235 Fairway Mower #685	Fleet Superintendent	-	-	92,000	92,000	-	-	-	-	-	-	92,000	92,000
	3142LE1753	2019 Toro Greensmaster 2120 #797	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1754	2019 Toro Greensmaster 2120 #798	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1755	2019 Toro Greensmaster 2120 #799	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1756	2019 Toro Greensmaster 2120 #800	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1757	2019 Toro Greensmaster 2120 #801	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1758	2019 Toro Greensmaster 2120 #802	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1759	2014 3500D Toro Rotary Mower #693	Fleet Superintendent	38,000	37,000	-	-	-	-	-	-	-	-	38,000	37,000
	3142LE1861	Toro Greensmaster 1600 #796	Fleet Superintendent	-	-	-	-	11,300	11,300	-	-	-	-	11,300	11,300
	3143GC1202	Driving Range Improvements	Grounds Superintendent Golf Courses	-	-	-	-	34,000	34,000	-	-	-	-	34,000	34,000
	3143GC2002	Rango Ball Machine Replacement	Director of Golf	-	20,000	20,000	-	-	-	-	-	-	-	20,000	20,000
	3144FF1702	Replace Ice Maker Championship Golf Course Cart Barn	Buildings Superintendent	10,980	10,980	-	-	-	-	-	-	-	-	10,980	10,980
	3153BD2001	Recoat Chateau F&B Grill and Catering Kitchen Floors	Buildings Superintendent	39,700	-	-	39,700	-	-	-	-	-	-	39,700	39,700
	3153FF2604	Grille Patio Table and Chairs	Sales and Events Coordinator	-	-	-	-	-	-	-	-	12,380	12,380	12,380	12,380
	3199OE1501	Championship Golf Printer Copier Replacement 955 Fairway	Director of IT	-	-	10,000	10,000	-	-	-	-	-	-	10,000	10,000
	3144BD2101	Championship Golf Cart Barn Siding Replacement	Engineering Manager	-	-	-	-	-	18,000	-	144,000	-	-	-	162,000
	3197HV1749	1997 1-Ton Dump Truck #419	Fleet Superintendent	44,000	51,000	-	-	-	-	-	-	-	-	44,000	51,000
	3197LE1721	2017 Toro Aerator #754	Fleet Superintendent	-	-	-	-	-	-	28,000	28,000	-	-	28,000	28,000
	3197LE1722	2018 Toro Multi-Pro Sprayer #781	Fleet Superintendent	-	-	-	-	75,000	75,000	-	-	-	-	75,000	75,000
	3197LE1724	2000 Toro Spreader #462	Fleet Superintendent	-	17,500	-	-	-	-	-	-	13,700	-	13,700	17,500
	3197LE1726	2001 Spiker/Seeder #477	Fleet Superintendent	-	-	-	-	-	-	-	-	12,000	12,000	12,000	12,000
	3197LE1729	2017 Toro Multi-Pro Spray Rig #746	Fleet Superintendent	-	-	-	-	41,000	41,000	-	-	-	-	41,000	41,000
	3197LE1732	2015 John Deere 1500 Fairway Aerator #716	Fleet Superintendent	-	-	-	-	-	-	32,500	32,500	-	-	32,500	32,500
	3197LE1733	2008 JD TC125 Core Harvester #621	Fleet Superintendent	-	-	-	-	-	-	-	-	14,500	14,500	14,500	14,500
	3197LE1735	2017 TORO PROCORE 864 Aerator #747	Fleet Superintendent	-	-	-	-	-	-	32,500	32,500	-	-	32,500	32,500
	3197LE1741	2015 Greens Roller #715	Fleet Superintendent	-	-	-	-	-	-	-	-	20,000	20,000	20,000	20,000
	3197LE1742	2014 Vibratory Greens Roller #696	Fleet Superintendent	-	-	-	-	-	-	-	-	20,000	20,000	20,000	20,000
	3197LE1747	John Deere 5075E Tractor #697	Fleet Superintendent	-	-	-	-	-	-	-	-	50,000	50,000	50,000	50,000
	3197LE1748	Replace Blade Grinding Equipment	Fleet Superintendent	-	-	-	-	49,000	49,000	-	-	-	-	49,000	49,000
	3197LE1752	2017 Deep Tine Aerator #763	Fleet Superintendent	-	-	-	-	-	-	27,800	27,800	-	-	27,800	27,800
	3197LE1902	Graden Sand Injection Verticutter	Fleet Superintendent	-	-	-	-	-	-	-	-	20,000	20,000	20,000	20,000
	3197LE2003	JD TC125 Core Harvester #661	Fleet Superintendent	-	-	-	-	-	-	-	-	14,500	14,500	14,500	14,500
	3197LE2004	2017 TORO PROCORE 864 AERATOR #756	Fleet Superintendent	-	-	-	-	-	-	32,500	32,500	-	-	32,500	32,500
	3197LE2020	2010 JD 4120 Tractor #643	Fleet Superintendent	32,000	-	-	-	-	-	-	-	-	34,000	32,000	34,000
	3197LE2022	2017 Toro Core Processor #758	Fleet Superintendent	-	-	-	-	-	-	26,000	26,000	-	-	26,000	26,000
	Total			522,980	476,880	267,000	286,700	1,064,900	1,202,900	586,300	915,300	1,134,580	1,149,880	3,575,760	4,031,660
Mountain Golf	3241GC1101	Mountain Course Greens, Tees and Bunkers	Grounds Superintendent Golf Courses	8,000	8,000	-	8,000	-	-	40,000	30,000	40,000	30,000	88,000	76,000



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	Security Cameras
	\$\$\$ New Projects / Updates

Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
	3241GC1404	Irrigation Improvements	Grounds Superintendent Golf Courses	-	-	30,000	30,000	10,000	10,000	12,000	12,000	-	-	52,000	52,000
	3241GC1502	Wash Pad Improvements	Engineering Manager	5,000	-	65,000	10,000	-	85,000	-	-	-	-	70,000	95,000
	3241LI2001	Mountain Golf Cart Path Replacement	Director of Golf/Community Services	550,000	550,000	550,000	550,000	550,000	550,000	-	-	-	-	1,650,000	1,650,000
	3299BD1403	Mountain Course Maintenance Building - Electrical Improvements	Engineering Technician	50,000	50,000	375,000	375,000	-	-	-	-	-	-	425,000	425,000
	3242LI1204	Pavement Maintenance of Parking Lot - Mountain Golf Course	Senior Engineer	12,500	12,500	12,500	12,500	22,500	22,500	27,500	27,500	5,000	5,000	80,000	80,000
	3299BD1705	Paint Exterior of Mountain Golf Clubhouse	Buildings Superintendent	-	-	-	-	-	-	31,000	31,000	-	-	31,000	31,000
	3241LV1899	Mountain Course 58 Cart Fleet	Director of Golf	-	-	-	-	-	-	491,200	491,200	-	-	491,200	491,200
	3242LE1720	2018 Toro Force Blower #777	Fleet Superintendent	-	-	10,000	10,000	-	-	-	-	-	-	10,000	10,000
	3242LE1721	2015 Carryall Club Car #713	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3242LE1722	2015 Carryall Club Car #714	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3242LE1723	2015 Carryall Club Car #718	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3242LE1724	2015 Carryall Club Car #719	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3242LE1728	2015 Toro 4000D Rough Mower #709	Fleet Superintendent	69,000	68,400	-	-	-	-	-	-	-	-	69,000	68,400
	3242LE1729	2015 JD 3235 Fairway Mower #717	Fleet Superintendent	-	-	-	-	-	-	93,000	93,000	-	-	93,000	93,000
	3242LE1730	2018 Toro Tri-Plex 3250D Mower #779	Fleet Superintendent	-	-	-	-	-	-	45,500	45,500	-	-	45,500	45,500
	3242LE1731	2017 Toro Sand Pro #745	Fleet Superintendent	-	-	-	-	22,000	22,000	-	-	-	-	22,000	22,000
	3242LE1732	2018 Toro Tri-Plex Mower #780	Fleet Superintendent	-	-	-	-	-	-	60,000	60,000	-	-	60,000	60,000
	3242LE2002	2019 Toro Tri-Plex Mower #795	Fleet Superintendent	-	-	-	-	-	-	40,000	40,000	-	-	40,000	40,000
	Total			694,500	688,900	1,042,500	995,500	604,500	689,500	900,200	890,200	45,000	35,000	3,286,700	3,299,100



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Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
Facilities	3350BD1103	Chateau - Replace Carpet	Buildings Superintendent	-	-	49,500	49,500	68,000	68,000	-	-	-	-	117,500	117,500
	3350BD1702	Upgrade Chateau Community Room Lighting Control Module	Buildings Superintendent	-	-	-	-	-	-	25,620	25,620	-	-	25,620	25,620
	3350BD1803	Replace Carpet in Chateau Grill	Buildings Superintendent	30,000	23,000	-	-	-	-	-	-	-	-	30,000	23,000
	3350BD1808	Chateau Community Room Ceiling and Beam Refurbishing	Buildings Superintendent	-	-	-	-	25,000	25,000	-	-	-	-	25,000	25,000
	3350FF1603	Portable Bars	Sales and Events Coordinator	-	-	-	-	-	-	-	-	18,375	18,375	18,375	18,375
	3351BD1501	Aspen Grove - Replace Carpet	Buildings Superintendent	11,000	11,000	-	-	-	-	-	-	-	-	11,000	11,000
	3351BD1703	Aspen Grove Outdoor Seating BBQ and Landscaping	Parks Superintendent	41,400	41,400	10,000	10,000	-	-	-	-	-	-	51,400	51,400
	3351BD2101	Dumpster enclosure - Villace Green/Aspen Grove	Parks Superintendent	45,000	45,000	-	-	-	-	-	-	-	-	45,000	45,000
	3352FF1104	Replace Banquet Serviceware	Sales and Events Coordinator	-	-	-	-	11,000	11,000	66,000	66,000	-	-	77,000	77,000
	3352FF1704	Banquet Tables	Sales and Events Coordinator	-	-	-	-	-	-	-	-	8,800	8,800	8,800	8,800
	3350BD1505	Paint Interior of Chateau	Buildings Superintendent	-	-	40,500	40,500	-	-	-	-	-	-	40,500	40,500
	3350BD1506	Paint Exterior of Chateau	Buildings Superintendent	47,000	47,000	-	-	-	-	-	-	-	-	47,000	47,000
	3352LV1720	Replace 2013 Caroo Truck #690	Fleet Superintendent	-	-	38,500	38,500	-	-	-	-	-	-	38,500	38,500
		Total		174,400	167,400	138,500	138,500	104,000	104,000	91,620	91,620	27,175	27,175	535,695	528,695
Ski	3453BD1806	Base Lodge Walk In Cooler and Food Prep Reconfiguration	Engineering Manager	200,000	-	-	240,000	-	-	-	-	-	-	200,000	240,000
	3453FF1706	Replace Main Lodge/Snowflake Lodge Dining Furniture and Fixtures	Food and Beverage Director	-	-	49,000	49,000	-	-	-	-	-	-	49,000	49,000
	3453FF1707	Replacement of Main and Snowflake Lodge Kitchen Equipment	Food and Beverage Director	-	-	53,000	53,000	-	-	11,000	11,000	-	-	64,000	64,000
	3462CE1902	Diamond Peak Fiber Network to Lifts	Director of IT	-	-	-	-	-	-	-	-	68,000	68,000	68,000	68,000
	3462HE1502	Crystal Express Ski Lift Maintenance and Improvements	Mountain Operations Manager	30,000	49,000	145,000	145,000	-	-	-	-	180,000	180,000	355,000	374,000
	3462HE1702	Lakeview Ski Lift Maintenance and Improvements	Mountain Operations Manager	65,000	75,000	17,000	17,000	-	-	39,000	41,000	192,000	192,000	313,000	325,000
	3462HE1711	Lodgepole Ski Lift Maintenance and Improvements	Mountain Operations Manager	60,000	55,000	65,000	75,000	-	-	120,000	120,000	166,000	166,000	411,000	416,000
	3462HE1712	Red Fox Ski Lift Maintenance and Improvements	Ski Resort General Manager	-	-	-	-	20,000	20,000	-	50,000	-	-	20,000	70,000
	3464BD1302	Vehicle Shop/ Snowmaking Pumphouse Improvements	Mountain Operations Manager	-	-	-	-	-	-	-	-	45,000	45,000	45,000	45,000
	3464BD1403	Resurface Main Lodge Decks	Buildings Superintendent	-	-	-	-	-	-	65,000	65,000	-	-	65,000	65,000
	3653BD1502	2015 Ski Area Master Plan Implementation - Phase 2 Snowflake Lodge and Activities	Ski Resort General Manager	-	-	-	-	-	-	-	-	-	242,898	-	242,898
	3653BD1504	2015 Ski Area Master Plan Implementation - Phase 4 Mountain Lift Improvements	Engineering Manager	-	-	-	-	-	-	-	-	-	3,035,296	-	3,035,296
	3469BD2101	Replace Lodge Facility Equipment	Ski Resort General Manager	-	115,000	-	-	-	-	-	-	-	-	-	115,000
	3464ME1802	Diamond Peak Fuel Storage Facility	Fleet Superintendent	-	-	-	-	-	-	20,000	20,000	400,000	400,000	420,000	420,000
	3464SI1002	Fan Guns Purchase and Replacement	Mountain Operations Manager	160,000	160,000	120,000	150,000	-	-	-	-	-	-	280,000	310,000
	3467LE1703	Replace Child Ski Center Surface Lift	Ski Resort General Manager	72,000	75,000	-	-	-	-	-	-	-	-	72,000	75,000
	3468RE0002	Replace Ski Rental Equipment	Director of Skier Services	-	-	-	-	360,000	-	210,000	340,000	-	210,000	570,000	550,000
	3468RE1609	Replace Ski Rental Machinery	Director of Skier Services	36,000	-	-	40,000	-	-	-	-	-	-	36,000	40,000
	3469LI1805	Ski Way and Diamond Peak Parking Lot Reconstruction	Engineering Manager	3,600,000	CFWD	-	3,600,000	-	-	-	-	-	-	3,600,000	3,600,000
	3499OE1205	Replace Staff Uniforms	Ski Resort General Manager	-	-	-	-	-	-	-	-	155,000	155,000	155,000	155,000
	3499OE1502	Skier Services Administration Printer Copier Replacement 1210 Ski Way	Director of IT	10,000	10,000	-	-	-	-	-	-	-	-	10,000	10,000
3499BD1710	Diamond Peak Facilities Flooring Material Replacement	Mountain Operations Manager	34,000	36,000	20,000	20,000	20,000	20,000	8,000	8,000	57,000	57,000	139,000	141,000	
3469LI1105	Pavement Maintenance, Diamond Peak and Ski Way	Senior Engineer	-	25,000	-	-	-	-	-	-	-	10,000	10,000	10,000	35,000
3462LE1720	2016 Polaris Ranger Crew #728	Fleet Superintendent	-	-	-	-	19,000	19,000	-	-	-	-	19,000	19,000	
3463HE1721	2013 Snow blower #689	Fleet Superintendent	-	-	-	-	165,900	165,900	-	-	-	-	165,900	165,900	
3463HE1722	Loader Tire Chains (1-Set)	Fleet Superintendent	9,750	9,750	-	-	-	-	-	-	10,000	10,000	19,750	19,750	



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Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
	3463HE1723	2002 Caterpillar 950G Loader #524	Fleet Superintendent	265,000	265,000	-	-	-	-	-	-	-	-	265,000	265,000
	3463HE1724	Replace 2014 Winch Cat Grooming vehicle # 699	Fleet Superintendent	-	-	-	-	-	-	415,000	-	-	415,000	415,000	415,000
	3463HE1725	Replace 2014 Grooming vehicle # 700	Fleet Superintendent	-	-	-	-	-	-	415,000	-	-	415,000	415,000	415,000
	3463HE1728	Replacement of 2011 Grooming Vehicle # 645	Fleet Superintendent	400,000	400,000	-	-	-	-	-	-	-	-	400,000	400,000
	3464HE1908	1983 Case 855C Track Backhoe # 348	Fleet Superintendent	-	-	-	-	-	-	-	-	282,000	282,000	282,000	282,000
	3464LE1601	Ski Resort Snowmobile Fleet Replacement	Fleet Superintendent	16,500	16,500	17,000	17,000	17,000	17,000	17,500	17,500	17,500	17,500	85,500	85,500
	3464LE1729	Snowplow #304A	Fleet Superintendent	19,000	19,000	-	-	-	-	-	-	-	-	19,000	19,000
	3464LE1734	2016 Polaris Ranger Crew #723	Fleet Superintendent	-	-	19,000	19,000	-	-	-	-	-	-	19,000	19,000
	3464LV1730	2014 Yamaha ATV #695	Fleet Superintendent	19,000	19,000	-	-	-	-	-	-	-	-	19,000	19,000
	3464LV1731	2012 Yamaha ATV #683	Fleet Superintendent	-	-	-	-	-	-	-	-	18,000	18,000	18,000	18,000
	3469HE1739	Replace 2010 Shuttle Bus #635	Fleet Superintendent	CFWD	CFWD	-	-	-	-	-	-	-	-	160,000	160,000
	3469HE1740	Replace 2010 Shuttle Bus #636	Fleet Superintendent	CFWD	CFWD	-	-	-	-	-	-	-	-	160,000	160,000
	3469LV1735	2007 Chevy 1-Ton Pick-Up #596	Fleet Superintendent	40,000	40,000	-	-	-	-	-	-	-	-	40,000	40,000
	3469LV1736	2007 Chevy 1-Ton Pick-Up #597	Fleet Superintendent	40,000	40,000	-	-	-	-	-	-	-	-	40,000	40,000
	3469LV1737	1991 Ski Passenger Tram #267	Fleet Superintendent	22,700	22,700	-	-	-	-	-	-	-	-	22,700	22,700
	3469LV1738	1993 Ski Passenger Tram #283	Fleet Superintendent	-	-	23,400	23,400	-	-	-	-	-	-	23,400	22,700
	Total			5,098,950	1,329,250	528,400	4,425,000	601,900	656,900	1,320,500	672,500	1,600,500	5,949,094	9,150,250	13,032,744



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Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total	
Beaches	3970BD2601	Burnt Cedar Swimming Pool Improvements	Engineering Manager	2,700,000	4,350,000	-	-	-	-	-	-	-	-	2,700,000	4,350,000	
	3972FF1704	Beach Furnishings	Parks Superintendent	21,000	21,000	-	-	-	-	-	-	-	-	21,000	21,000	
	3972LI1201	Pavement Maintenance, Incline Beach	Senior Engineer	6,500	6,500	31,500	31,500	6,500	6,500	6,500	6,500	12,500	12,500	63,500	63,500	
	3972RS1701	Replace Playgrounds - Beaches	Senior Engineer	7,500	7,500	15,000	15,000	100,000	100,000	100,000	100,000	-	-	222,500	222,500	
	3973FF1204	Incline Beach Kitchen	Food and Beverage Director	7,260	7,260	-	-	-	-	-	-	-	-	7,260	7,260	
	3974FF1101	Burnt Cedar Beach Kitchen	Food and Beverage Director	6,800	6,800	-	-	-	-	-	-	-	-	6,800	6,800	
	3999BD1702	Resurface Burnt Cedar Pool Patio Deck	Buildings Superintendent	-	-	-	-	-	-	-	29,100	29,100	-	-	29,100	29,100
	3999BD1703	Replace Ski Beach Entrance Gate	Buildings Superintendent	-	-	-	-	19,500	19,500	-	-	-	-	-	19,500	19,500
	3999BD1708	Ski Beach Bridge Replacement	Senior Engineer	-	-	120,000	120,000	-	-	-	-	-	-	120,000	120,000	
	3999DI1706	Burnt Cedar Beach Backflow Device Replacement	Engineering Manager	-	-	45,000	45,000	-	-	-	-	-	-	45,000	45,000	
	3999LI1902	Burnt Cedar Beach Eastern Stormwater Improvements	Senior Engineer	-	-	-	-	-	-	-	-	-	189,200	189,200	189,200	189,200
	3972BD2101	Ski Beach Boat Ramp Improvement Project	Engineering Manager	-	-	-	-	-	-	-	-	20,000	-	-	20,000	20,000
	3972BD2102	Beach Access Improvement Project	Engineering Manager	-	45,000	-	-	-	-	-	-	-	-	-	45,000	45,000
	3972BD1501	Beaches Flatscape and Retaining Wall Enhancement and Replacement	Senior Engineer	55,000	55,000	55,000	55,000	55,000	55,000	-	55,000	-	-	165,000	220,000	
	3972BD1301	Pavement Maintenance, Ski Beach	Senior Engineer	8,500	8,500	15,000	15,000	256,000	256,000	6,000	6,000	6,000	6,000	291,500	291,500	
	3972LI1202	Pavement Maintenance, Burnt Cedar Beach	Senior Engineer	12,500	12,500	67,500	67,500	12,500	12,500	12,500	12,500	835,000	835,000	940,000	940,000	
	3972LE1720	2014 John Deere 5075E Tractor #698	Fleet Superintendent	-	-	-	-	-	-	-	54,000	54,000	-	-	54,000	54,000
	Total				2,825,060	4,520,060	349,000	349,000	449,500	449,500	208,100	283,100	1,042,700	1,757,700	4,874,360	7,359,360
	Total				16,045,178	13,383,628	8,419,850	12,110,200	11,040,920	11,788,020	8,682,190	9,478,440	9,133,055	16,702,549	53,321,193	63,462,837

FLEET



2022 Capital Improvement Project Summary Report - As of 03.15.21

DRAFT

Legend:

	Capital Programs
	Maintenance
	Fleet Vehicles
	Priority Projects / Master Plans
	New Projects / Updates

Security Cameras

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Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
General Fund	1213LV1721	IS&T Pick-up Truck and Cargo Unit	Fleet Superintendent	-	-	31,000	31,000	-	-	-	-	-	-	31,000	31,000
Public Works	2097HE1725	Loader Tire Chains	Fleet Superintendent	20,000	20,000	-	-	-	-	-	-	20,700	20,700	40,700	40,700
	2097HE1729	2002 Caterpillar 950G Loader #523	Fleet Superintendent	265,000	265,000	-	-	-	-	-	-	-	-	265,000	265,000
	2097HE1730	2002 Caterpillar 950G Loader #525	Fleet Superintendent	-	265,000	270,000	-	-	-	-	-	-	-	270,000	265,000
	2097HE1731	2018 MultiHog MX120 Snowblower #783	Fleet Superintendent	-	-	-	-	-	-	-	-	176,000	176,000	176,000	176,000
	2097HE1750	1997 Forklift #315	Fleet Superintendent	-	-	-	-	36,000	36,000	-	-	-	-	36,000	36,000
	2097HE1751	2013 Trackless Snowblower #687	Fleet Superintendent	-	-	175,000	175,000	-	-	-	-	-	-	175,000	175,000
	2097HE1752	2001 105KW Mobile Generator #313	Fleet Superintendent	-	-	50,000	50,000	-	-	-	-	-	-	50,000	50,000
	2097HV1753	2004 Freightliner Vactor Truck #534	Fleet Superintendent	-	-	-	-	-	-	-	-	380,000	380,000	380,000	380,000
	2097HV1755	2001 Peterbilt Bin Truck #468	Fleet Superintendent	190,000	-	-	-	-	-	-	190,000	-	-	190,000	190,000
	2097LE1720	Snowplow #300A	Fleet Superintendent	18,000	19,000	-	-	-	-	-	-	-	-	18,000	19,000
	2097LE1721	Snowplow #307A	Fleet Superintendent	-	19,000	18,000	-	-	-	-	-	-	-	18,000	19,000
	2097LE1722	Slurry Liquidator #326	Fleet Superintendent	41,000	-	-	-	-	-	-	-	-	-	41,000	-
	2097LE1724	2019 Sander/Spreader #808	Fleet Superintendent	-	-	-	-	-	-	10,000	10,000	-	-	10,000	10,000
	2097LE1727	2012 Snowplow #669B	Fleet Superintendent	-	-	-	-	-	-	72,000	72,000	-	-	72,000	72,000
	2097LV1710	2013 Chevy Equinox	Fleet Superintendent	-	-	-	-	37,000	37,000	-	-	-	-	37,000	37,000
	2097LV1734	2013 1/2 Ton Pick-Up #677 Treatment	Fleet Superintendent	-	-	-	-	37,000	37,000	-	-	-	-	37,000	37,000
	2097LV1735	2003 GMC 3/4-Ton Pick-up #702	Fleet Superintendent	-	-	-	-	-	-	34,000	34,000	-	-	34,000	34,000
	2097LV1736	2005 Chevy 1/2-Ton Pick-up #553	Fleet Superintendent	32,000	-	-	-	-	-	-	32,000	-	-	32,000	32,000
	2097LV1738	2009 Chevrolet 1/2 Ton Pick-up Truck #631	Fleet Superintendent	30,000	-	-	-	-	-	-	32,000	-	-	30,000	32,000
	2097LV1739	2009 Chevrolet 1/2 Ton Pick-up Truck #632 Engineering Dept.	Fleet Superintendent	32,000	-	-	-	-	-	-	-	-	32,000	32,000	32,000
	2097LV1740	2012 Extend-A-Cab Pick-up #678 Pipeline Dept.	Fleet Superintendent	-	-	32,000	32,000	-	-	-	-	-	-	32,000	32,000
	2097LV1741	2004 3/4-Ton Service Truck w/liftgate & crane #703	Fleet Superintendent	-	-	-	-	-	-	58,000	58,000	-	-	58,000	58,000
	2097LV1743	2013 1-Ton Flatbed #679 Pipeline Dept.	Fleet Superintendent	-	-	-	-	44,000	44,000	-	-	-	-	44,000	44,000
	2097LV1744	2012 1-Ton Service Truck w/ Liftgate #668 Treatment	Fleet Superintendent	-	-	43,000	43,000	-	-	-	-	-	-	43,000	43,000
	2097LV1745	2013 1-Ton Service Truck #680 Utilities Electrician	Fleet Superintendent	-	-	-	-	44,000	44,000	-	-	-	-	44,000	44,000
	2097LV1748	2008 Chevrolet Service Truck #680	Fleet Superintendent	-	-	45,000	45,000	-	-	-	-	-	-	45,000	45,000
	2299LV1720	2013 Mid Size Truck #630 Compliance	Fleet Superintendent	31,000	-	-	-	-	31,000	-	-	-	-	31,000	31,000
	2523HE1723	2001 Sellick Forklift #499	Fleet Superintendent	-	-	-	-	65,000	65,000	-	-	-	-	65,000	65,000
	2523HV1721	2006 Kenworth T800 Bin truck #587	Fleet Superintendent	197,200	-	-	-	-	-	-	-	-	198,000	197,200	198,000
	2523LE1720	2018 Flail Mower #784	Fleet Superintendent	-	-	-	-	15,000	15,000	-	-	-	-	15,000	15,000
	2524HE1725	2008 Chevrolet Camera Truck #615	Fleet Superintendent	-	-	-	-	85,000	85,000	-	-	-	-	85,000	85,000
Interanal Services	5197LE1720	Replace 2007 Vehicle/Equipment Trailer #629	Fleet Superintendent	-	-	-	-	12,000	12,000	-	-	-	-	12,000	12,000
	5394LE1724	2004 Equipment Trailer (Till)	Fleet Superintendent	5,200	-	-	-	-	-	-	5,200	-	-	5,200	5,200
	5394LV1720	Replace 2005 Service Truck 4X4 (1-ton) #555	Fleet Superintendent	43,600	-	-	-	-	-	-	-	-	45,000	43,600	45,000
Golf	3142LE1722	2001 Shatterline Aerifier #500	Fleet Superintendent	-	-	-	-	8,000	8,000	-	-	-	-	8,000	8,000
	3142LE1723	2017 Toro Force Debris Blower #742	Fleet Superintendent	-	-	10,000	10,000	-	-	-	-	-	-	10,000	10,000
	3142LE1725	2015 Carryall Club Car #720	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3142LE1726	2015 Carryall Club Car #721	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3142LE1743	2017 Toro Sand Pro 3020 #744	Fleet Superintendent	-	-	-	-	22,000	22,000	-	-	-	-	22,000	22,000
	3142LE1744	2014 Toro Tri-Plex Mower 3250D #694	Fleet Superintendent	48,800	46,000	-	-	-	-	-	-	-	-	48,800	46,000
	3142LE1745	2017 Toro 3500D Mower #743	Fleet Superintendent	38,000	37,000	-	-	-	-	-	-	-	-	38,000	37,000
	3142LE1746	2012 JD 8500 Fairway Mower #670	Fleet Superintendent	92,000	93,500	-	-	-	-	-	-	-	-	92,000	93,500
	3142LE1747	2011 Toro Groundskeeper 4000D #650	Fleet Superintendent	69,000	68,400	-	-	-	-	-	-	-	-	69,000	68,400
	3142LE1748	2015 Toro Greensmaster 1600 #711	Fleet Superintendent	-	-	-	-	11,300	11,300	-	-	-	-	11,300	11,300
	3142LE1749	2015 Toro Greensmaster 1600 #712	Fleet Superintendent	-	-	-	-	11,300	11,300	-	-	-	-	11,300	11,300
	3142LE1750	2013 JD 3235 Fairway Mower #685	Fleet Superintendent	-	-	92,000	92,000	-	-	-	-	-	-	92,000	92,000
	3142LE1753	2019 Toro Greensmaster 2120 #797	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1754	2019 Toro Greensmaster 2120 #798	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1755	2019 Toro Greensmaster 2120 #799	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1756	2019 Toro Greensmaster 2120 #800	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1757	2019 Toro Greensmaster 2120 #801	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1758	2019 Toro Greensmaster 2120 #802	Fleet Superintendent	-	-	-	-	17,000	17,000	-	-	-	-	17,000	17,000
	3142LE1759	2014 3500D Toro Rotary Mower #693	Fleet Superintendent	38,000	37,000	-	-	-	-	-	-	-	-	38,000	37,000
	3142LE1861	Toro Greensmaster 1600 #796	Fleet Superintendent	-	-	-	-	11,300	11,300	-	-	-	-	11,300	11,300
	3197HV1749	1997 1-Ton Dump Truck #419	Fleet Superintendent	44,000	51,000	-	-	-	-	-	-	-	-	44,000	51,000
	3197LE1721	2017 Toro Aerator #754	Fleet Superintendent	-	-	-	-	-	-	28,000	28,000	-	-	28,000	28,000
	3197LE1722	2018 Toro Multi-Pro Sprayer #781	Fleet Superintendent	-	-	-	-	75,000	75,000	-	-	-	-	75,000	75,000
	3197LE1724	2000 Toro Spreader #462	Fleet Superintendent	-	17,500	-	-	-	-	-	-	-	-	17,500	17,500
	3197LE1726	2001 Spiker/Seeder #477	Fleet Superintendent	-	-	-	-	-	-	-	-	13,700	12,000	13,700	12,000
	3197LE1729	2017 Toro Multi-Pro Spray Rig #746	Fleet Superintendent	-	-	-	-	41,000	41,000	-	-	-	-	41,000	41,000
	3197LE1732	2015 John Deere 1500 Fairway Aerator #716	Fleet Superintendent	-	-	-	-	-	-	32,500	32,500	-	-	32,500	32,500
	3197LE1733	2008 JD TC125 Core Harvester #621	Fleet Superintendent	-	-	-	-	-	-	-	-	14,500	14,500	14,500	14,500
	3197LE1735	2017 TORO Procore 864 Aerator #747	Fleet Superintendent	-	-	-	-	-	-	32,500	32,500	-	-	32,500	32,500
	3197LE1741	2015 Greens Roller #715	Fleet Superintendent	-	-	-	-	-	-	-	-	20,000	20,000	20,000	20,000
	3197LE1742	2014 Vibratory Greens Roller #696	Fleet Superintendent	-	-	-	-	-	-	-	-	20,000	20,000	20,000	20,000
	3197LE1747	John Deer 5075E Tractor #697	Fleet Superintendent	-	-	-	-	-	-	-	-	50,000	50,000	50,000	50,000
	3197LE1748	Replace Blade Grinding Equipment	Fleet Superintendent	-	-	-	-	49,000	49,000	-	-	-	-	49,000	49,000
	3197LE1752	2017 Deep Tine Aerator #763	Fleet Superintendent	-	-	-	-	-	-	27,800	27,800	-	-	27,800	27,800
	3197LE1902	Graden Sand Injection Verticutter	Fleet Superintendent	-	-	-	-	-	-	-	-	20,000	20,000	20,000	20,000
	3197LE2003	JD TC125 Core Harvester #661	Fleet Superintendent	-	-	-	-	-	-	-	-	14,500	14,500	14,500	14,500

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2022 Capital Improvement Project Summary Report - As of 03.15.21

DRAFT

Legend:

	Capital Programs
	Maintenance
	Fleet Vehicles
	Priority Projects / Master Plans
	New Projects / Updates

Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total
	3197LE2004	2017 TORO PROCORE 864 AERATOR #756	Fleet Superintendent	-	-	-	-	-	-	32,500	32,500	-	-	32,500	32,500
	3197LE2020	2010 JD 4120 Tractor #643	Fleet Superintendent	32,000	-	-	-	-	-	-	-	-	34,000	32,000	34,000
	3197LE2022	2017 Toro Core Processor #758	Fleet Superintendent	-	-	-	-	-	-	26,000	26,000	-	-	26,000	26,000
	3242LE1720	2018 Toro Force Blower #777	Fleet Superintendent	-	-	10,000	10,000	-	-	-	-	-	-	10,000	10,000
	3242LE1721	2015 Carryall Club Car #713	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3242LE1722	2015 Carryall Club Car #714	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3242LE1723	2015 Carryall Club Car #718	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3242LE1724	2015 Carryall Club Car #719	Fleet Superintendent	-	-	-	-	-	-	15,000	15,000	-	-	15,000	15,000
	3242LE1728	2015 Toro 4000D Rough Mower #709	Fleet Superintendent	69,000	68,400	-	-	-	-	-	-	-	-	69,000	68,400
	3242LE1729	2015 JD 3235 Fairway Mower #717	Fleet Superintendent	-	-	-	-	-	-	93,000	93,000	-	-	93,000	93,000
	3242LE1730	2018 Toro Tri-Plex 3250D Mower #779	Fleet Superintendent	-	-	-	-	-	-	45,500	45,500	-	-	45,500	45,500
	3242LE1731	2017 Toro Sand Pro #745	Fleet Superintendent	-	-	-	-	22,000	22,000	-	-	-	-	22,000	22,000
	3242LE1732	2018 Toro Tri-Plex Mower #780	Fleet Superintendent	-	-	-	-	-	-	60,000	60,000	-	-	60,000	60,000
	3242LE2002	2019 Toro Tri-Plex Mower #795	Fleet Superintendent	-	-	-	-	-	-	40,000	40,000	-	-	40,000	40,000
Facilities	3352LV1720	Replace 2013 Cargo Truck #690	Fleet Superintendent	-	-	38,500	38,500	-	-	-	-	-	-	38,500	38,500
Ski	3462LE1720	2016 Polaris Ranger Crew #728	Fleet Superintendent	-	-	-	-	19,000	19,000	-	-	-	-	19,000	19,000
	3463HE1721	2013 Snow blower #689	Fleet Superintendent	-	-	-	-	165,900	165,900	-	-	-	-	165,900	165,900
	3463HE1722	Loader Tire Chains (1-Set)	Fleet Superintendent	9,750	9,750	-	-	-	-	-	-	10,000	10,000	19,750	19,750
	3463HE1723	2002 Caterpillar 950G Loader #524	Fleet Superintendent	265,000	265,000	-	-	-	-	-	-	-	-	265,000	265,000
	3463HE1724	Replace 2014 Winch Cat Grooming vehicle # 699	Fleet Superintendent	-	-	-	-	-	-	415,000	-	-	415,000	415,000	415,000
	3463HE1725	Replace 2014 Grooming vehicle # 700	Fleet Superintendent	-	-	-	-	-	-	415,000	-	-	415,000	415,000	415,000
	3463HE1728	Replacement of 2011 Grooming Vehicle # 645	Fleet Superintendent	400,000	400,000	-	-	-	-	-	-	-	-	400,000	400,000
	3464HE1908	1983 Case 855C Track Backhoe # 348	Fleet Superintendent	-	-	-	-	-	-	-	-	282,000	282,000	282,000	282,000
	3464LE1601	Ski Resort Snowmobile Fleet Replacement	Fleet Superintendent	16,500	16,500	17,000	17,000	17,000	17,000	17,500	17,500	17,500	17,500	85,500	85,500
	3464LE1729	Snowplow #304A	Fleet Superintendent	-	19,000	-	-	-	-	-	-	-	-	19,000	19,000
	3464LE1734	2016 Polaris Ranger Crew #723	Fleet Superintendent	-	-	19,000	19,000	-	-	-	-	-	-	19,000	19,000
	3464LV1730	2014 Yamaha ATV #695	Fleet Superintendent	19,000	19,000	-	-	-	-	-	-	-	-	19,000	19,000
	3464LV1731	2012 Yamaha ATV #683	Fleet Superintendent	-	-	-	-	-	-	-	-	18,000	18,000	18,000	18,000
	3469HE1739	Replace 2010 Shuttle Bus #635	Fleet Superintendent	CFWD	CFWD	-	-	-	-	-	-	-	-	160,000	160,000
	3469HE1740	Replace 2010 Shuttle Bus #636	Fleet Superintendent	CFWD	CFWD	-	-	-	-	-	-	-	-	160,000	160,000
	3469LV1735	2007 Chevy 1-Ton Pick-Up #596	Fleet Superintendent	40,000	-	-	-	-	-	-	-	-	-	40,000	40,000
	3469LV1736	2007 Chevy 1-Ton Pick-Up #597	Fleet Superintendent	40,000	-	-	-	-	-	-	-	-	-	40,000	40,000
	3469LV1737	1991 Ski Passenger Tram #267	Fleet Superintendent	22,700	-	-	-	-	-	-	-	-	-	22,700	22,700
	3469LV1738	1993 Ski Passenger Tram #283	Fleet Superintendent	-	-	23,400	-	-	-	-	-	-	-	23,400	22,700
Parks	4378HV1738	2013 1-Ton Dump Truck #692	Fleet Superintendent	-	-	-	-	-	-	43,000	43,000	-	-	43,000	43,000
	4378LE1720	2013 Surf Rake #684	Fleet Superintendent	-	-	-	-	26,500	26,500	-	-	-	-	26,500	26,500
	4378LE1725	2008 Landpride Overseeder #622	Fleet Superintendent	-	-	-	-	-	-	17,000	17,000	-	-	17,000	17,000
	4378LE1726	2018 John Deere UTV #771	Fleet Superintendent	-	-	-	-	-	-	20,000	20,000	-	-	20,000	20,000
	4378LE1727	2015 John Deere Pro Gator #722	Fleet Superintendent	-	-	-	-	-	-	32,000	32,000	-	-	32,000	32,000
	4378LE1743	2019 Toro 3500D Rotary Mower #792	Fleet Superintendent	-	-	-	-	-	-	37,000	37,000	-	-	37,000	37,000
	4378LV1734	2011 Pick-Up with Lift gate #646	Fleet Superintendent	-	-	44,500	44,500	-	-	-	-	-	-	44,500	44,500
	4378LV1735	2005 Pick-up Truck 4x4 (1-Ton) #554	Fleet Superintendent	45,000	47,000	-	-	-	-	-	-	-	-	45,000	47,000
Rec Center	4899LV1721	2012 15-Passenger Van #667	Fleet Superintendent	45,800	-	-	-	-	-	-	-	-	45,800	45,800	45,800
Community Services	4899LV1723	2017 Chevy Compact SUV #751	Fleet Superintendent	32,000	32,000	-	-	-	-	-	-	-	-	32,000	32,000
	4999LV1802	2017 Dodge Caravan ADA #769	Fleet Superintendent	53,000	-	-	-	-	64,000	-	-	-	-	53,000	64,000
Beaches	3972LE1720	2014 John Deere 5075E Tractor #698	Fleet Superintendent	-	-	-	-	-	-	54,000	54,000	-	-	54,000	54,000
				2,343,550	1,815,050	918,400	607,000	956,300	1,466,300	1,732,300	1,161,500	1,068,900	2,270,400	7,019,450	7,320,250



Legend:

	Capital Programs
	Maintenance
	Fleet Vehicles
	Priority Projects / Master Plans
	New Projects / Updates

Department Description	Project Number	Project Title	Project Manager	2022	2022	2023	2023	2024	2024	2025	2025	2026	2026	Total	Total	
General Fund		Email - Microsoft Office 365 (hosted)	Director of IT								75,000		60,000	-	135,000	
	1213CO1703	District Wide PC, Laptops, Peripheral Equipment and Desk Top Printers	IT Technician	100,000	75,000	102,950	75,000	105,900	75,000	109,950	75,000	111,800	75,000	530,600	375,000	
	1099LI1705	Pavement Maintenance - Administration Building	Senior Engineer	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	25,000	25,000	
Utilities	2097BD1202	Paint Interior Building #A	Buildings Superintendent	49,000			49,000							49,000	49,000	
	2097BD1204	New Carpet Building #A	Buildings Superintendent	47,000			47,000							47,000	47,000	
	2097LI1401	Pavement Maintenance, Utility Facilities	Senior Engineer	247,500	247,500	90,000	90,000	12,500	12,500	260,000	260,000	260,000	260,000	870,000	870,000	
	2097LI1701	Pavement Maintenance, Reservoir 3-1 WPS 4-2/5-1	Senior Engineer	220,000	220,000									220,000	220,000	
Golf	3141LI1201	Pavement Maintenance of Parking Lots - Champ Course & Chateau	Senior Engineer	17,500	17,500	65,000	65,000	615,000	615,000	5,000	5,000	5,000	5,000	707,500	707,500	
	3242LI1204	Pavement Maintenance of Parking Lot - Mountain Golf Course	Senior Engineer	12,500	12,500	12,500	12,500	22,500	22,500	27,500	27,500	5,000	5,000	80,000	80,000	
	3299BD1705	Paint Exterior of Mountain Golf Clubhouse	Buildings Superintendent							31,000	31,000			31,000	31,000	
Facilities	3350BD1505	Paint Interior of Chateau	Buildings Superintendent			40,500	40,500							40,500	40,500	
	3350BD1506	Paint Exterior of Chateau	Buildings Superintendent	47,000	47,000									47,000	47,000	
Diamond Peak Parks	3469LI1105	Pavement Maintenance, Diamond Peak and Ski Way	Senior Engineer		25,000							10,000	10,000	10,000	35,000	
	4378BD2001	Grout Repair Upstairs Parks Office & Tile Replacement	Buildings Superintendent	10,000	10,000									10,000	10,000	
	4378LI1207	Maintenance, East & West End Parks	Senior Engineer	39,500	39,500	3,000	3,000	41,500	41,500	5,000	5,000	5,000	5,000	94,000	94,000	
	4378LI1303	Pavement Maintenance, Village Green Parking	Senior Engineer	5,000	5,000	32,500	32,500	5,000	5,000	5,000	5,000	12,500	12,500	60,000	60,000	
	4378LI1403	Pavement Maintenance, Preston Field	Senior Engineer	7,500	7,500	27,500	27,500	6,000	6,000	7,500	7,500	6,000	6,000	54,500	54,500	
	4378LI1602	Pavement Maintenance, Overflow Parking Lot	Senior Engineer	5,000	5,000	27,500	27,500	5,000	5,000	10,000	10,000	5,000	5,000	52,500	52,500	
Tennis	4378LI1802	Pavement Maintenance - Incline Park	Senior Engineer	7,500	7,500	3,500	3,500	6,000	6,000	6,000	6,000	30,000	30,000	53,000	53,000	
	4588BD1602	Paint All Court Fences and Light Poles	Buildings Superintendent		CFWD							30,000	30,000	30,000	30,000	
Recreations Ctr	4588LI1201	Pavement Maintenance, Tennis Facility	Senior Engineer	5,000	5,000	5,000	5,000	10,000	10,000	22,500	22,500	5,000	5,000	47,500	47,500	
	4884LI1102	Pavement Maintenance, Recreation Center Area	Senior Engineer	7,500	7,500	357,500	357,500	307,500	307,500	307,500	307,500	6,000	6,000	986,000	986,000	
Beaches	4899BD1305	Paint Interior of Recreation Center	Buildings Superintendent	15,500	15,500			15,500	15,500					31,000	31,000	
	3972LI1201	Pavement Maintenance, Incline Beach	Senior Engineer	6,500	6,500	31,500	31,500	6,500	6,500	6,500	6,500	12,500	12,500	63,500	63,500	
	3972BD1301	Pavement Maintenance, Ski Beach	Senior Engineer	8,500	8,500	15,000	15,000	256,000	256,000	6,000	6,000	6,000	6,000	291,500	291,500	
	3972LI1202	Pavement Maintenance, Burnt Cedar Beach	Senior Engineer	12,500	12,500	67,500	67,500	12,500	12,500	12,500	12,500	835,000	835,000	940,000	940,000	
				875,500	779,500	# 886,450	954,500	# 1,432,400	1,401,500	-	826,950	867,000	# 1,349,800	1,373,000	# 5,371,100	5,375,500

CAPITAL MAINTENANCE REPAIRS

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

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

Preliminary Facility Fee Assumptions

Based on Board Direction 5/27/20

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

Community Services Fund

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

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

Incline Village General Improvement District
Beach Fund

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

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

Priority Capital Projects						
Incline Beach House Improvement Project		100,000				
Burnt Cedar Pool Renovation Project		483,289	4,350,000			
Other Projects		129,500	170,000	349,000	449,500	283,100
Total Five-Year CIP Plan		712,789	4,520,000	349,000	449,500	208,100
						1,757,700

DATE	DAY OF THE WEEK	TIME	LOCATION	TYPE OF MEETING - 2021	COMPLETED MEMORANDUMS WITH ALL BACK UP MATERIALS FOR AGENDA ITEMS FROM BOARD MEMBERS/STAFF DUE DATES	ITEMS SLATED FOR CONSIDERATION
03/31	Wednesday	3 p.m.		Regular Board Meeting	03/22/2021 8 a.m.	Diamond Peak Uniforms Contract Award (Consent Calendar) (Bandelin) Rental Skis Contract Award (Consent Calendar) (Bandelin) District Strategic Plan (first reading) Golf and Facilities Key Rates (Howard) SPS#13 Emergency Contracts Award (Chorey)
04/14	Wednesday	6 p.m.		Regular Board Meeting	04/05/2021 8 a.m.	Public Records Update (in GM report) Receipt of FY2021/22 Tentative Budget Receipt of Grant from the POOL/PACT Loss Excellence (\$7,700) – Presentation only (John Dollar)
04/28	Wednesday	6 p.m.		Regular Board Meeting	04/19/2021 8 a.m.	Authorize the Burnt Cedar Pool CMAR Construction Contract (Chorey) Authorize Rec Center Upstairs Lobby Restrooms Remodel Construction Contract (Chorey) 3 rd Quarter Financial Report (tentative)
04/28	Wednesday	4 p.m.		Audit Committee Meeting	04/19/2021 8 a.m.	Conduct advertising and interviews for appointment to Audit Committee (At-Large Member with one-year term). Appointment must be made no later than July 1, 2021. Auditor's schedule of work and engagement letter Whistleblower Procedure End of May – Navazio bring back to the procedural changes to the Internal Controls End of May – Management review of the items requested for action End of May – Policy 15.1.0
05/12	Wednesday	6 p.m.		Regular Board Meeting	05/03/2021 8 a.m.	Public Records Update (in GM report)
05/26	Wednesday	6 p.m.		Regular Board Meeting	05/17/2021 8 a.m.	Adoption FY2021/22 Budget (incl. Public Hearing) Approval of Rec Roll – FY2021/22 (incl. Public Hearing)
06/09	Wednesday	6 p.m.		Regular Board Meeting	05/31/2021 8 a.m.	Public Records Update (in GM report) Raftelis Final Report (tentative date)
06/30	Wednesday	6 p.m.		Regular Board Meeting	06/21/2021 8 a.m.	
07/14	Wednesday	6 p.m.		Regular Board Meeting	07/05/2021 8 a.m.	Public Records Update (in GM report)
07/28	Wednesday	6 p.m.		Regular Board Meeting	07/19/2021 8 a.m.	
08/11	Wednesday	6 p.m.		Regular Board Meeting	08/02/2021 8 a.m.	Public Records Update (in GM report)
08/25	Wednesday	6 p.m.		Regular Board Meeting	08/16/2021 8 a.m.	
09/08	Wednesday	6 p.m.		Regular Board Meeting	08/30/2021 8 a.m.	Public Records Update (in GM report)
09/29	Wednesday	6 p.m.		Regular Board Meeting	09/20/2021 8 a.m.	
10/13	Wednesday	6 p.m.		Regular Board Meeting	10/04/2021 8 a.m.	Public Records Update (in GM report)
10/27	Wednesday	6 p.m.		Regular Board Meeting	10/18/2021 8 a.m.	
11/10	Wednesday	6 p.m.		Regular Board Meeting	11/01/2021 8 a.m.	Public Records Update (in GM report)
12/08	Wednesday	6 p.m.		Regular Board Meeting	11/29/2021 8 a.m.	Public Records Update (in GM report)

<i>Items sitting in the parking lot (to be discussed but (a) not yet scheduled for a specific Regular Board Meeting) or (b) a future Board not on this calendar</i>
RFID Picture Passes – Item for next Strategic Plan or three years from now – software not available nor is infrastructure/hardware
TRPA EIS Contract at Diamond Peak
Revisions to/Split Ordinance 7 (allow 45 days ahead of action)
September 1, 2021 – General Manager Performance Review and Review of Goals for FY 2020/2021
Review of the Washpad Project (see award made on 06/23/2020)
Next step on Incline Beach House
Report on audit of selected parcels
Report on audit of recreation and beach fees (request made at 12/9/2020 meeting)
Correspondence in Board packet – Chairman Callicrate
Third and fourth quarter financial reports (add to LRC)
Tyler Technologies project status report (request made at 01/13/2021 meeting)
Possible discussion on IVGID needs as it relates to potential land use agreement with DPSEF (Request by Trustee Schmitz – 01/18/2021)
Authorize the 2021 Waterline Improvement Construction Contract (Chorey) – Target 6/9
Authorize Rec Center Locker Room Improvements Construction Contract (Chorey) – Target 6/9
Utility Rate Study (see minutes of 1/13/2021)

*Budget approval is required after the third Monday however whatever date is selected, a 10-day notice must be given. Must accomplished no later than June 1, 2021.