



Strategic Plan

2015 - 2017

Report #2 dated April 17, 2017



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Long Range Principles

LONG RANGE PRINCIPLE #1 Resources and Environment

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

- Review and upgrade District policies and practices to encourage or require waste reduction, recycling and environmentally preferable purchasing.
- Develop sustainability measures, goals and metrics to create and/or maintain a sustainable District.
- Provide the community with environmental education and technical services on watershed protection, water conservation, pollution prevention, recycling and waste reduction.

Objectives for 2015-2017

1. Form a Sustainability Committee comprised of representatives from each Department to plan sustainability efforts, prioritize projects, and coordinate internal efforts to implement the best practices relating to sustainability.

Reporting Status - August 24, 2016: In progress

Reporting Status - April 17, 2017: In progress

2. Prepare a policy for review and approval by the Board of Trustees to purchase environmentally preferable products, reuse durable products, reduce the waste stream and prevent pollution.

Reporting Status - August 24, 2016: Resolution 1836, Environmental Sustainability Statement, was adopted on April 29, 2015.

Reporting Status - April 17, 2017: In progress

Budgeted Initiatives for 2015-2016

- A. Defensible Space, in partnership with the North Lake Tahoe Fire Protection District, protecting District lands and the Tahoe Basin watershed.

B. Providing leadership for the Tahoe Water Suppliers Association.

Reporting Status - August 24, 2016: Complete

Budget Initiatives for 2016-2017

- A. Weekly single stream recycling beginning in October 2016, increase from every other week.
- B. Green waste recycling expanded from 12 to 16 weeks for residents
- C. Continue implementing operational changes to enhance sustainability and achieve the Sustainable Tourism Operations STOKE Certificate for the 2016/2017 ski season.

2016 Statistics

Single stream recycling - 1,052 tons
Electronic waste recycling – 29 tons
Appliance Recycling – 7 tons
Scrap metal recycling – 4 tons
Christmas tree chipping program – 25 tons
Green waste recycling – 337 tons
Biosolids recycling – 299 tons
Household hazardous waste disposal – 33 tons

2016 Community Recycling Rate = 22.4%

Budget Initiatives for 2017-2018

- A. Continue to make adjustments to the Franchise Agreement with Waste Management to better serve our customers.
- B. Continue implementing operational changes to enhance sustainability and achieve the Sustainable Tourism Operations STOKE Certificate for 2017/2018 ski season.

LONG RANGE PRINCIPLE #2

Finance

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

- Adhere to Government Generally Accepted Accounting Principles.
- Comply with State and Federal regulations.
- Maintain Performance Measurement.
- Report results and demonstrate value.
- Develop and maintain a long term plan to sustain financial resources.

Objectives for 2015-2017

1. Identify appropriate performance measurement that goes beyond dollars and units of service, to demonstrate quality as well as quantity.

Reporting Status - August 24, 2016: This objective is complete; dashboards created.

Reporting Status - April 17, 2017: Quarterly updates are being issued; the next one will be given to the Board on February 17, 2017 (Quarterly dashboards).

2. Utilize the new financial reporting structure to build understanding of the different aspects between operations, capital improvement and debt service.

Reporting Status - August 24, 2016: Begun with Fiscal Year 2015/2016 Budget, use will be ongoing.

Reporting Status – April 17, 2017: The Annual Audit Opinion included a paragraph with emphasis that the changes were properly applied and presented in those financial statements.

3. With allocated resources, equate service expectations and the capability to deliver.

Reporting Status - August 24, 2016: Begun with Fiscal Year 2015/2016 Budget, use will be ongoing.

Reporting Status - April 17, 2017: Ongoing.

4. Prepare a five year projection of financial results and performance measures for operations, capital improvement and debt service as a part of budget deliberations.

Reporting Status - August 24, 2016: Begun with Fiscal Year 2015/2016 Budget, use will be ongoing.

Reporting Status - April 17, 2017: Refinement and expansion continues.

Budgeted Initiatives for 2015-2016

- A. Maintain the allocation of Facility Fee components for operations, debt service and capital expenditure to provide resources for each important aspect of District activities.

Reporting Status - August 24, 2016: Complete

- B. Prepare a Comprehensive Annual Financial Report to provide financial position and results of operations to a variety of users and information needs, with an independent auditor opinion.

Reporting Status - August 24, 2016: Complete

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

Reporting Status - August 24, 2016: Complete

Reporting Status – February 17, 2017: Began the process for the 2017-18 Budget using updated form set 4404LGF as issued by the State in January 2017.

- D. Actively manage planning and financial reporting to inform users for decision making to sustain a strong financial base for operations and increasing net assets.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017 (ongoing in 2017-2018)

- A. Maintain the allocation of Facility Fee components for operations, debt service and capital expenditure to provide resources for each important aspect of District activities.
- B. Prepare a Comprehensive Annual Financial Report to provide financial position and results of operations to a variety of users and information needs, with an independent auditor opinion.
- C. Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process and document content.
- D. Actively manage planning and financial reporting to inform users for decision making to sustain a strong financial base for operations and increasing net assets.
- E. Enhance quarterly reporting on Capital Expenditures by refining discussion and analysis included with the financial reports.
- F. Popular reporting instituted by May 2017 and that will be ongoing.

LONG RANGE PRINCIPLE #3 Workforce

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

- Staff will evaluate open position job descriptions, for need to fill, level of and related compensation for the position.
- Re-evaluate, during the budget process, the optimum level of Staff and related total compensation, necessary to each department based on industry standard and levels of service.
- Comply with State and Federal regulations.
- Continue to provide a safe environment and continue to strive for low workers compensation incidents.
- Identify individuals for retention and growth for management succession within the District.

Objectives for 2015-2017

1. Implement a rotating schedule for evaluating each position to ensure District is competitive with its total compensation and benchmarks.
2. Create a plan for cross training at all venues for Management level succession planning.

Reporting Status - April 17, 2017: In progress.

3. Identify potential changes of status and retention for year round Diamond Peak Summer Operations.

Reporting Status - April 17, 2017: Project Entitlement process continues; see 2017-2018 budget initiatives.

Budgeted Initiatives for 2015-2016

- A. Constantly review the fundamentals of seasonal positions, including length of service, rates of pay and eligible benefits.

Reporting Status - August 24, 2016: Complete

- B. Evaluated job descriptions and related effects anytime we have turnover in a full time position.

Reporting Status - August 24, 2016: Complete

- C. Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds.

Reporting Status - August 24, 2016: Complete

- D. Maintain the District's core values for employees of Teamwork, Integrity, Service, Excellence and Responsibility.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

- A. Constantly review the fundamentals of seasonal positions, including length of service, rates of pay and eligible benefits.
- B. Evaluated job descriptions and related effects anytime we have turnover in a full time position.
- C. Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds.
- D. Maintain the District's core values for employees of Teamwork, Integrity, Service, Excellence and Responsibility.
- E. Review the budget, number of positions as it relates to salary and benefits of the full time year round employees to ensure that we are able to continue to attract, maintain and retain highly qualified employees.

Budgeted Initiatives for 2017-2018

- A. Constantly review the fundamentals of seasonal positions, including length of service, rates of pay and eligible benefits.
- B. Evaluated job descriptions and related effects anytime we have turnover in a full time position.
- C. Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds.
- D. Increased need/efforts for recruiting for all positions related to housing, pay scale increase, etc. has shifted to all Community Services venues.
- E. Review the budget, number of positions as it relates to salary and benefits of the full time year round employees to ensure that we are able to continue to attract, maintain and retain highly qualified employees.
- F. Conduct employee engagement survey measurements to assist with sustainability of staff, improve communication and relationships and right sizing of departments with an emphasis on management training and support to engagement growth.

LONG RANGE PRINCIPLE #4 Service

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

- Provide well defined customer centric service levels consistent with community expectations.
- Apply Performance Management to meet or exceed established venue customer service levels.
- Utilize best practice standards for delivery of services.
- Commit to evaluate customer loyalty/satisfaction to demonstrate the value of results.
- Maintain customer service training for new, returning and existing employees.

Objectives for 2015-2017

1. Establish metrics through key performance indicators for each venue.

Reporting Status - August 24, 2016: Complete

2. Establish specific performance indicators to evaluate customer loyalty/satisfaction.

Reporting Status - August 24, 2016: Complete

3. Align performance metrics through industry benchmarking.

Reporting Status - August 24, 2016: Complete

4. Analyze the net effect of established service levels on the District operations and apply changes as needed and encourage/reward continuation of appropriate performance.

Reporting Status - August 24, 2016: Complete

5. Explore comprehensive Customer Service measurement tool for the District.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2015-2016

- A. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training.

Reporting Status - August 24, 2016: Complete

- B. Service levels are expected to remain at or above current levels. The emphasis is on providing the best customer experience.

Reporting Status - August 24, 2016: Complete

- C. The District is continuing the Customer Care program for all of Community Services, which includes empowerment for any actions that generate a hard cost to remedy a customer satisfaction issue.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

- A. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training.
- B. Service levels are expected to remain at or above current levels. The emphasis is on providing the best customer experience.
- C. The District is continuing the Customer Care program for all of Community Services, which includes empowerment for any actions that generate a hard cost to remedy a customer satisfaction issue.

Budgeted Initiatives for 2017-2018

- A. Cyclical review of service level alternatives.
- B. Use/correlate Annual Community Survey with service level alternatives.

LONG RANGE PRINCIPLE #5 Assets and Infrastructure

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

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

Objectives for 2015-2017

1. Set direction for the proposed Diamond Peak master plan.

Reporting Status - August 24, 2016: Done; entitlement process underway and more decision points ahead.

2. Begin the update of the Community Service master plan.

Reporting Status - August 24, 2016 - Underway.

3. Complete condition analysis and project scoping for the Effluent Export Project – Phase II.

Reporting Status - August 24, 2016 - Underway.

Reporting Status - April 17, 2017: Condition assessment of thin-walled pipeline segments is complete with near term repair process underway. Planning for thick-walled pipeline segment condition assessment is underway with work planned for Fall 2017 or Spring 2018.

4. Investigate asset management/work order software for Community Service venue operations to determine applicability and resources required for implementation.

Reporting Status - August 24, 2016 - Under review; Diamond Peak likely first candidate.

Budgeted Initiatives for 2015-2016

- A. Continued use of the Five Year Rate Study as a way to ensure proper funding of capital projects such as the Effluent Pipeline replacement.

Reporting Status - August 24, 2016: Complete

- B. Allocate capital expenditures in Community Services to maintain service levels, while planning for some facility replacement for facilities that are crossing 20 years in service.

Reporting Status - August 24, 2016: Complete

- C. Begin the update of the Master Plan for the Beach Venues.

Reporting Status - August 24, 2016: Complete

- D. Begin the update of the Master Plan for Parks and Recreation Venues.

Reporting Status - August 24, 2016: Complete

- E. Work through the approval process of the proposed Diamond Peak Master Plan.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

- A. Continued use of the Five Year Rate Study as a way to ensure proper funding of capital projects such as the Effluent Export Pipeline Replacement Project.

Reporting Status - April 17, 2017: The five year Utility Rate Study was completed and presented to the Board of Trustees on February 8, 2017.

- B. Allocate capital expenditures in Community Services to maintain service levels, while planning for some facility replacement for facilities that are crossing 20-years in service.
- C. Continue work on the Community Service Master Plan.
- D. Continue to work through the environmental clearances and regulatory approval process for the Diamond Peak Master Plan.
- E. Set direction on final design of the Incline Beach House Project.
- F. Begin final design of the Incline Creek Culvert Rehabilitation at Diamond Peak.

G. Begin preliminary design for rebuilding Ski Way.

Budgeted Initiatives for 2017-2018

- A. Continued use of the Five Year Rate Study as a way to ensure proper funding of capital projects such as the Effluent Export Pipeline Replacement Project.
- B. Allocate capital expenditures in Community Services to maintain service levels, while planning for some facility replacement for facilities that are crossing 20-years in service.
- C. Continue work on the Community Service Master Plan.
- D. Continue to work through the environmental clearances and regulatory approval process for the Diamond Peak Master Plan.
- E. Set direction on final design of the Incline Beach House Project - on the Board's agenda for March 8, 2017.
- F. Complete final design and construction permitting of the Incline Creek Culvert Rehabilitation at Diamond Peak.
- G. Complete preliminary design for rebuilding Ski Way and set direction for final design approach.

LONG RANGE PRINCIPLE #6

Communication

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

- Promote transparency in all areas including finance, operations and public meetings.
- Provide clear, concise and timely information in multiple, publicly accessible formats.
- Ensure that both internal and external communication is responsive, comprehensive and inclusive.

Objectives for 2015-2017

1. Create function and dedicate full time staff to communications.

Reporting Status - April 17, 2017: Complete

2. Invest in technology to improve access to information, better track citizen requests and inquiries and streamline customer service operations at venues.
3. Employ tools to enhance internal communications.
4. Implement best practices for sharing information with the public.

Budgeted Initiatives for 2015-2016

- A. Expand the District's approach to communication decisions for the entire District for sales, marketing and communications. All venues and Funds will be served by the new Communications Coordinator.

Reporting Status - August 24, 2016: Complete

- B. The District will be utilizing several online tools to improve Citizen Request Management and Financial Transparency.

Reporting Status - August 24, 2016: Complete

- C. The District will replace existing Point of Sales systems to improve service delivery and extend capacity for registration and purchases.

Reporting Status - August 24, 2016: Complete

Budgeted Initiatives for 2016-2017

- A. Branding – complete a community wide process to provide better recognition and utilization of District recreational venues.

Reporting Status - April 17, 2017: Initiated.

- B. Community Services Master Plan – conduct an 18-month to two year process of community surveys, workshops, and planning to understand and document the communities desires and expectations for recreation and facilities in the next ten to fifteen years.
- C. Customer Services Annual Survey – craft a community wide survey instrument to identify satisfaction with all IVGID provided services and facilities which will be implemented yearly.

Reporting Status - April 17, 2017: Completed the baseline survey in 2016 with report delivered to the Board of Trustees on January 18, 2017. In 2017, we plan to add in tenants to our survey pool.

Budgeted Initiatives for 2017-2018

- A. Continue to maintain and expand list of residents to do instant surveys (expand our database).

Reporting Status - April 17, 2017 - Underway.

- B. Implement a Community Event Calendar.

Reporting Status - April 17, 2017 - Underway.

- C. Conduct the Board of Trustees Quarterly Community Workshops.

Reporting Status - April 17, 2017 - Conducted 1st Community Workshop - Face to Face with Your IVGID Trustees; 2nd Community Workshop scheduled for the Community Services Master Plan sometime in June 2017.

- D. Complete the codification of IVGID's ordinances, policies, procedures, etc. thus to create an easy to work with and update IVGID code.

Reporting Status - April 17, 2017 – First step will be for the District's General Counsel to work with the District's General Manager and District Clerk to develop an outline and we anticipate that to begin in June of 2017.



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