

## MEMORANDUM

**TO:** Board of Trustees

**FROM:** Indra Winquest  
District General Manager

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

**DATE:** September 15, 2021

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### **I. RECOMMENDATION**

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

### **II. BACKGROUND**

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

### **III. ATTACHMENTS**

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



## Strategic Planning Policy 1.1.0

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

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



## Strategic Planning Policy 1.1.0

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

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

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

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

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

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





## Strategic Planning Policy 1.1.0

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

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





GENERAL IMPROVEMENT DISTRICT  
ONE DISTRICT ~ ONE TEAM

## **Strategic Plan**

# **Fiscal Years 2021/2022 and 2022/2023**

From the July 8, 2021 Board of Trustees Meeting



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

**BOARD OF TRUSTEES**



**Tim  
Callicrate**  
CHAIRMAN



**Matthew  
Dent**  
VICE  
CHAIRMAN



**Michaela  
Tonking**  
TREASURER



**Sara  
Schmitz**  
SECRETARY



**Kendra  
Wong**  
TRUSTEE



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

**SENIOR MANAGEMENT TEAM**

Insert photos

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





### **IVGID's Vision Statement**

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

### **IVGID's Mission Statement**

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

### **IVGID's Value Statement**

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

### **IVGID's Mantra Statement**

One District • One Team

## Introduction

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

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

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

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

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

### The benefits of the District's strategic planning are:

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



## Strategic Planning Process

Board of Trustees Policy 1.1.0 (available upon request)

## Key Dates in the History of the Strategic Plan

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

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

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

## Closing Comments

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





## **LONG-RANGE PRINCIPLES**

### **LONG RANGE PRINCIPLE #1 - SERVICE**

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

### **LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT**

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

### **LONG RANGE PRINCIPLE #3 - FINANCE**

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

### **LONG RANGE PRINCIPLE #4 - WORKFORCE**

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

### **LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE**

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

### **LONG RANGE PRINCIPLE #6 - COMMUNICATION**

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

### **LONG RANGE PRINCIPLE #7 - GOVERNANCE**

*The District is a local agency that delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability through collaboration, civic participation, and transparency to the greatest extent possible.*

## **STRATEGIC ACTIONS**

### **LONG RANGE PRINCIPLE #1 - SERVICE**

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

### **LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT**

- Protect Lake Tahoe and other water sources in the Basin to remain viable sources of drinking water.
- Protect Lake Tahoe as a drinking source through programs, projects and events that eliminate trash, hazardous waste and contaminants from entering the watershed.
- Support integrated regional strategies for the planning, design, construction and implementation of water system infrastructure for fire suppression.
- Meet or exceed Federal, State, and Local requirements in the protection of our resources and environment in achieving sustainability.

### **LONG RANGE PRINCIPLE #3 – FINANCE**

- Develop and maintain a long-term plan to sustain financial resources.
- Ensure budgets that utilize recurring revenues to cover ongoing costs and limits use of one-time funds to support one-time expenditures.
- Report results and demonstrate value to the community through regular financial reporting and related performance management metrics.
- Comply with Federal, State, and Local regulations.
- Adhere to Government Generally Accepted Accounting Principles (GAAP).

### **LONG RANGE PRINCIPLE #4 - WORKFORCE**



- Evaluate job descriptions to frequently ensure regulatory compliance in language, for workforce needs, and related compensation for the position.
- Work closely with Staff to assess training and educational needs for existing workforce; coordinate trainings with both District Staff and outside resources to ensure essential educational needs are evaluated and addressed.
- Identify individuals for talent management opportunities to ensure continued retention and growth for management succession within the District.
- Re-evaluate, during the budget process, the optimum level of Staff and related total compensation, necessary to each department based on industry standard and levels of service.
- Create and implement a robust recruiting process to ensure the District reaches the best talent by evaluating current recruiting trends, analyzing current job market rates and reviewing competitive offers of employment.
- Comply with Federal, State, and Local regulations.
- Continue to provide a safe environment and continue to strive for low worker's compensation incidents through ongoing and targeted safety training.
- Work with Staff to improve employee engagement and culture through focused performance management goals, engagement participation and incentives.

## **LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE**

- Maintain, renew, expand and enhance District infrastructure to meet the capacity needs and desires of the community for future generations.
- Maintain, procure and construct District assets to ensure safe and accessible operations for the public and the District's workforce.
- Maintain current Community Service and Public Works master plans.
- Maintain and execute a 5-Year capital improvement plan within a 20-Year horizon.
- Conduct planning and design, prior to advancing projects or procurement, to ensure new District assets meet operational requirements and enhance the customer experience.



- Maintain an asset management program leveraging technology, as appropriate by venue/division, to ensure timely and efficient asset maintenance.
- Comply with regulatory requirements and industry standards.
- Leverage technology and staff training to secure district assets digitally and physically

## **LONG RANGE PRINCIPLE #6 - COMMUNICATION**

- Promote transparency in all aspects of District operations.
- Maintain, expand and enhance the district's communications infrastructure to meet the evolving needs and desires of the community utilizing current industry best practices.
- Provide clear, concise and timely information in multiple, publicly accessible formats.
- Ensure internal and external communication are responsive, comprehensive and inclusive such that District Staff and the Board of Trustees are presenting unified communication and messaging.

## **LONG RANGE PRINCIPLE #7 – GOVERNANCE**

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

## LONG RANGE PRINCIPLE #1 - SERVICE

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

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

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

- Provide well-defined customer service consistent with fiscal goals, and community expectations.
- Utilize best practice standards for delivery of services and re-evaluate every year.
- Commit to continuous improvement through evaluation of customer loyalty/satisfaction.
- Maintain customer service training and resources for new, returning and existing employees.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Enhance and evaluate metrics through key performance indicators for each venue.
2. Enhance specific performance indicators to evaluate customer loyalty/satisfaction.
3. Work with the community to establish a sustainable long term financial and service model for all the District's venues; starting with golf (2021-22).
4. Analyze the net effect of established customer service on the District operations and apply changes as needed.
5. Utilize venue and/or community surveys to evaluate and measure customer service as it relates to existing service demands.
6. Execute the short and long term strategy with the Community Services master plans as the roadmap for the future.



7. Improve the comprehensive Standard Operating Procedures manuals for each venue and update as appropriate.

**Budgeted Initiatives for 2021 - 2023** – *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Assess how services are impacted by recruitment challenges based on the current hiring environment and develop strategies to limit these impacts when experienced.
- B. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training to include Venue specific orientations/trainings.
- C. Understand, communicate and demonstrate service baselines at each venue. The emphasis is on providing the best, most consistent customer experiences.
- D. The District is continuing the Customer Care program for all of Community Services, which includes empowerment for any actions that generate a hard cost to remedy a customer satisfaction issue.
- E. Seek venue specific community feedback to determine customer satisfaction and implement into overall business models.
- F. Utilize employee surveys to further define areas of improvement as well as celebrate successes.



## **LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT**

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

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

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

- Protect Lake Tahoe and other water sources in the Basin to remain viable sources of drinking water.
- Support integrated regional strategies for the planning, design, construction and implementation of water system infrastructure for fire suppression.
- Meet or exceed Federal, State, and Local requirements in the protection of our resources and environment in achieving sustainability.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Execute the goals of the Tahoe Water Suppliers Association to meet Federal, State and Local applicable requirements for filtration avoidance and other pertinent requirements; promulgated by the Surface Water Treatment Rule and its amendments.
2. Promote responsible use of water as a valuable natural resource. Protect Lake Tahoe as a drinking source through programs, projects and events that eliminate trash, hazardous waste and contaminants from entering the watershed.
3. Continue Legislative Advocacy efforts at the Federal, State and Local Government level to support appropriations for water and wastewater infrastructure improvements that support Principle #2 and Principle #5.
4. Participate in the Lake Tahoe Community Fire Prevention Partnership in working with Regional Fire Districts to improve fire suppression in the Tahoe Basin.

5. Enter into available Grant Agreements with the South Tahoe Public Utility District as a member of the Lake Tahoe Community Fire Prevention Partnership.
6. Complete an annual Sustainability Report for Departments in order to responsibly manage resources under IVGID's care, protect public health and balance its social and environmental duties to the citizens and community.
7. Maximize energy efficiency by making improvements at District facilities.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Operate a residential drop-off household hazardous waste and electronic waste facility or events to reduce the amount of hazardous materials entering the waste stream and help to prevent illegal dumping in order to protect the Lake Tahoe watershed.
- B. Continue membership and leadership in the Tahoe Water Suppliers Association and provide IVGID staff support as the Association Director to execute the goals of the Association.
- C. Work with local agencies on programs to reduce trash and micro-plastics from entering the Lake Tahoe watershed.
- D. In partnership with the North Lake Tahoe Fire Protection District, protect District lands and the Lake Tahoe Basin watershed by performing defensible space best management practices.
- E. Prioritizing tree maintenance and vegetation management on District-owned properties.
- F. Provide bear shed rebates for new homeowners in the service area to contain putrescible waste in a safe manner.
- G. Provide water efficiency rebates to customers for the installation of a high efficiency toilet or washing machine.



## LONG RANGE PRINCIPLE #3 - FINANCE

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

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

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

- Develop and maintain a long-term plan to sustain financial resources.
- Ensure budgets that utilize recurring revenues to cover ongoing costs and limits use of one-time funds to support one-time expenditures.
- Report results and demonstrate value to the community through regular financial reporting and related performance management metrics.
- Comply with applicable Federal, State and Local Governmental regulations.
- Adhere to Government Generally Accepted Accounting Principles (GAAP).

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Prepare Annual Budgets that demonstrate the balance of allocated resources, with service expectations, and the capability to deliver.
2. Prepare a five-year forecast for each major fund as a part of the annual budget development process.
3. Utilize annual and interim financial reports to build understanding of the different aspects between operations, capital improvement and debt service, and promote fiscal transparency.
4. Work with Board of Trustees to identify Board Policies related to the Finances of the District that need updating, elimination, or creation. Consider updating Board Policies and Practices relating to Budget and Fiscal Management



5. Continue the refinement of appropriate performance measurement to demonstrate quality as well as quantity.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Transition financial reporting for Community Services and Beach activities from Special Revenue to Enterprise fund accounting for the 2021/2022 fiscal year in order to better support full-cost recovery objectives for operating, capital and debt expenditures.
- B. Work with Board of Trustees to implement District-wide pricing policy, to ensure desired cost recovery and policy-driven differential pricing for residents, guest and non-residents.
- C. Review the allocation of Facility Fees assessed on parcels within the District, including components for operations, capital expenditure and debt service.
- D. Prepare the required Annual Financial Report, with an independent auditor opinion, to provide financial position and results of operations to a variety of users and information needs.
- E. Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process, indebtedness reporting, and the annual audit.
- F. Complete comprehensive review of District's internal control policies and procedures to ensure sound fiscal management, integrity of financial information and safeguard the District's assets and financial resources.
- G. Actively manage financial planning and reporting to inform decision making to sustain a strong financial base for operations, while maintaining care and condition of capital assets and existing infrastructure.
- H. Implement transition to new Tyler/Munis enterprise financial system to enhance management and oversight of District finances, improve workflow process and strengthen internal controls.

## LONG RANGE PRINCIPLE #4 - WORKFORCE

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

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

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

- Evaluate job descriptions to frequently ensure regulatory compliance in language, for workforce needs, and related compensation for the position.
- Partnering closely with department managers and individuals, assess training and educational needs for existing workforce; coordinate trainings with both in-house staff and outside resources to ensure essential educational needs are evaluated and addressed.
- Identify individuals for talent management opportunities to ensure continued retention and growth for management succession within the District.
- Re-evaluate, during the budget process, the optimum level of Staff and related total compensation, necessary to each department based on industry standard and levels of service.
- Create and implement a robust recruiting process to ensure the District reaches the best talent by evaluating current recruiting trends, analyzing current job market rates and reviewing competitive offers of employment.
- Comply with applicable Federal, State and Local governmental regulations.
- Continue to provide a safe environment and continue to strive for low worker's compensation incidents through ongoing and targeted safety training.
- Work with Staff to improve employee engagement and culture through focused performance management goals, engagement participation and incentives.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Following review and research on like-industry wages, benefits and privileges, evaluate current positions to ensure District is competitive with its total compensation and benchmarks to support recruitment and



retention needs.

2. Begin implementation of new Human Resources system for better efficiencies and automation.
3. Work closely with the IT Department to develop online training opportunities for new managers and employees, including cyber-security.
4. Work with Board of Trustees to identify Board Policies related to the District Workforce and Human Resources that need updating, elimination, or creation.
5. Educate Management Staff through targeted trainings on how to manage, engage, educate and foster better communication with employees. Ensure emphasis is on employee retention.
6. Continue encompassing employee engagement participation for measured performance measurement of goals and objectives. Set increases that correlate directly with goals and engagement measures.
7. Analyze current recruiting trends to meet the challenges of hiring top candidates for open positions. Closely partner with Management Staff to ensure specific hiring needs are unambiguous and attainable. Utilize interactive system to ensure viable candidates remain engaged throughout the recruitment process.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Review budget, number of positions to salary and benefits and conduct surveys to ensure we are making every effort to attract, maintain and retain qualified employees across the District and all statuses. Continually evaluate current market trends to ensure District wages and benefits remain competitive and attractive to top talent candidates and current Staff.
- B. Assess the ongoing impacts of staffing, hourly wages, increased minimum wage and retention of year round employment changes at current recreational exemption status. Review analysis and recommend changes as needed.

- C. Conduct quarterly management educational trainings for both new and current management and supervisory staff with an emphasis on communication, motivation, productivity and team building to improve job satisfaction, morale and employee recruitment / retention and succession planning for both employees and managers.
- D. Continue to monitor updates and changes from Federal, State and Local authorities, as applicable, regarding new regulations related emergency directives, to ensure prompt communication with IVGID management. Review emergency response plans with each department to ensure future workforce readiness.
- E. Partnering with the Recreation Center Management Team, develop Health and Wellness strategies for District employees; monitor programs to evaluate an overall reduction in absenteeism related to illness, reduced insurance usage, improved employee morale, and increased employee engagement.



## **LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE**

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

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

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

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

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Complete a community wide review of the Diamond Peak Master Plan to ensure that it meets the needs of the current community environment as it has been five years since the last review.
2. Continue to implement top priorities identified in the Community Service Master Plan priorities as defined by the Board of Trustees.
3. Focus on strengthening overall project & contract management.

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

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

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



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

## LONG RANGE PRINCIPLE #6 - COMMUNICATION

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

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

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

- Promote transparency in all areas including finance, operations and public meetings.
- Maintain, expand and enhance the district's communications infrastructure to meet the evolving needs and desires of the community utilizing current industry best practices.
- Provide clear, concise and timely information in multiple, publicly accessible formats.
- Ensure internal and external communication are responsive, comprehensive and inclusive.
- Ensure the District Staff and the Board of Trustees are focused on unified communication and messaging.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Continue to implement best practices for sharing information with the public including but not limited to the Districts websites, IVGID quarterly magazine, email communication, public outreach, special events, social media platforms and/or paid advertising platforms as appropriate.
2. Maintain online systems for customers to access their accounts and complete online transactions.
3. Participate in community and basin outreach events and publications to spread messaging on District programs.
4. Work diligently to improve all external partner and collaborative relationships to maximize available resources.



5. Proactively seek stakeholder input on important matters affecting the community as determined by the Senior Management and/or the Board of Trustees.
6. Involvement / presence with Community Meet and Greets to include key venues and the Board of Trustees.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Host Board of Trustees Community Workshops related to key community matters as scheduled by the Board of Trustees.
- B. Provide informative and timely releases of information to our employees, community, and the general public.
- C. Ensure that the District is well represented in external agency discussions and collaborative opportunities where there may be an impact to either the District and/or our community.
- D. Update and enhance the District's public facing websites to bring in line with current industry best practices for data security, responsive design, and user experience.
- E. Continue to administer venue and community wide surveys related to key matters and initiatives.

## LONG RANGE PRINCIPLE #7 - GOVERNANCE

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

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

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

- Continue Legislative Advocacy efforts at the Federal, State, and Local levels to support appropriations for water and wastewater infrastructure improvements that support Principle #2 and Principle #5
- Maintain current and quality Board/District Policies in order to achieve maximum efficiency, transparency, and clear direction to district staff
- Continue the refinement of appropriate performance measurement to demonstrate quality as well as quantity
- Partnering closely with department managers and individuals, assess training and educational needs for existing workforce; coordinate trainings with both in-house staff and outside resources to ensure essential educational needs are evaluated and addressed
- Improve and enhance civic engagement and transparency using improved web-based tools for agenda management, financial reporting and project tracking.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Work with Board of Trustees to identify and prioritize Board Policies related to the Finances of the District that need updating, elimination, or creation. Consider updating Board Policies and Practices relating to Budget and Fiscal Management.
2. Identify and prioritize Board Policies related to District Asset Management and present to the Board those that need updating, elimination, or creation.
3. Continue to create inter-agency partnerships and foster strong collaborative relationships with Local and State agencies.



**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

1. Implement CivicPlus online agenda management and archive system.
2. Continue to utilize outside resources to assist the District in policy review and potential updates and revisions.
3. Continue to work with the General Manager's Ordinance 7 Committee and the Board of Trustees to make formal revisions.
4. Continue to work with the District's Federal Lobbyist, Nevada League of Cities, and Local Government Agencies to procure potential federal infrastructure money including the United States Army Corps of Engineers.

## **IMPLEMENTATION**

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

### **Budget Initiatives**

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

### **Review Process**

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

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



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

## **REASSESSMENT**

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

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

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





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

**Incline Village General Improvement District**

893 Southwood Boulevard

Incline Village, Nevada 89451

**Telephone Number: 775-832-1100**

**Questions: [info@ivgid.org](mailto:info@ivgid.org)**



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GENERAL IMPROVEMENT DISTRICT  
ONE DISTRICT ~ ONE TEAM

## **Strategic Plan**

### **Fiscal Years 2021/2022 and 2022/2023**





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

**BOARD OF TRUSTEES**



**Tim  
Callicrate**  
CHAIRMAN



**Matthew  
Dent**  
VICE  
CHAIRMAN



**Michaela  
Tonking**  
TREASURER



**Sara  
Schmitz**  
SECRETARY



**Kendra  
Wong**  
TRUSTEE



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

**SENIOR MANAGEMENT TEAM**

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





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

### **IVGID's Vision Statement**

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

### **IVGID's Mission Statement**

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

### **IVGID's Value Statement**

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

### **IVGID's Mantra Statement**

One District • One Team

## Introduction

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

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

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

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

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

### The benefits of the District's strategic planning are:

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



## Strategic Planning Process

Board of Trustees Policy 1.1.0 (available upon request)

## Key Dates in the History of the Strategic Plan

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

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

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

## Closing Comments

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



## **LONG-RANGE PRINCIPLES**

### **LONG RANGE PRINCIPLE #1 - SERVICE**

*The District will provide superior quality service through responsible stewardship of District resources and assets with an emphasis on the parcel owner and customer experience*

### **LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT**

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

### **LONG RANGE PRINCIPLE #3 - FINANCE**

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

### **LONG RANGE PRINCIPLE #4 - WORKFORCE**

*Attract, maintain and retain a highly qualified, motivated and productive workforce to meet the needs of district venues, facilities, services and operations.*

### **LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE**

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



## **LONG RANGE PRINCIPLE #6 - COMMUNICATION**

*The District will engage, interact and educate to promote understanding of the venues, facilities, services, and ongoing affairs.*

## **LONG RANGE PRINCIPLE #7 - GOVERNANCE**

*The District is a local agency that delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability through collaboration, civic participation, and transparency to the greatest extent possible.*

## LONG RANGE PRINCIPLE #1 - SERVICE

*The District will provide superior quality service through responsible stewardship of District resources and assets with an emphasis on the parcel owner and customer experience*

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

- Provide well-defined customer service consistent with fiscal goals, and community expectations.
- Utilize best practice standards for delivery of services and re-evaluate every year.
- Commit to continuous improvement through evaluation of **parcel owner and customer** loyalty/satisfaction.
- Maintain customer service training and resources for new, returning and existing employees.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Enhance and evaluate metrics through key performance indicators for each **venue, facility, and service**.
2. Enhance specific performance indicators to evaluate **parcel owner and customer** loyalty/satisfaction.
3. Work with the **parcel owners and customers** to establish a sustainable long term financial and service model for all the District's venues; facilities and services starting with golf (2021-22).
4. Analyze the net effect of established customer service on the District **services and** operations and apply changes as needed.
5. Utilize venue and/or community surveys to evaluate and measure customer service as it relates to existing service demands.
6. Execute the short and long term strategy with the Community Services master plans as the roadmap for the future.
7. Improve the comprehensive Standard Operating Procedures manuals for each venue **and facility** and update as appropriate.



**Budgeted Initiatives for 2021 - 2023** – defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies

- A. Assess how services are impacted by recruitment challenges based on the current hiring environment and develop strategies to limit these impacts when experienced.
- B. Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training to include Venue specific orientations/trainings.
- C. Understand, communicate and demonstrate service baselines at each venue and **facility**. The emphasis is on providing the best, most consistent customer experiences.
- D. The District is continuing the Customer Care program for all of Community Services, which includes empowerment for any actions that generate a hard cost to remedy a **parcel owner, and customer satisfaction issue**.
- E. Seek venue specific community feedback to determine **parcel owner and customer** satisfaction and implement into overall business models.
- F. Utilize employee surveys to further define areas of improvement as well as celebrate successes.

## LONG RANGE PRINCIPLE #2 – RESOURCES AND ENVIRONMENT

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

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

- Protect Lake Tahoe and other water sources in the Basin to remain viable sources of drinking water.
- Support integrated regional strategies for the planning, design, construction and implementation of water system infrastructure for fire suppression.
- Meet or exceed Federal, State, **County and District** requirements in the protection of our resources and environment in achieving sustainability.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Execute the goals of the Tahoe Water Suppliers Association to meet Federal, State and Local applicable requirements for filtration avoidance and other pertinent requirements; promulgated by the Surface Water Treatment Rule and its amendments.
2. Promote responsible use of water as a valuable natural resource. Protect Lake Tahoe as a drinking source through programs, projects and events that eliminate trash, hazardous waste and contaminants from entering the watershed.
3. Continue Legislative Advocacy efforts at the Federal, State and **County** Government level to support appropriations for water and wastewater infrastructure improvements that support Principle #2 and Principle #5.
4. Participate in the Lake Tahoe Community Fire Prevention Partnership in working with Regional Fire Districts to improve fire suppression in the Tahoe Basin.
5. Enter into available Grant Agreements with the South Tahoe Public Utility District as a member of the Lake Tahoe Community Fire Prevention Partnership.



6. Complete an annual Sustainability Report for Departments in order to responsibly manage resources under IVGID's care, protect public health and balance its social and environmental duties to the citizens and community.
7. Maximize energy efficiency by making improvements at District **venues and facilities**.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Operate a residential drop-off household hazardous waste and electronic waste facility or events to reduce the amount of hazardous materials entering the waste stream and help to prevent illegal dumping in order to protect the Lake Tahoe watershed.
- B. Continue membership and leadership in the Tahoe Water Suppliers Association and provide IVGID employee support as the Association Director to execute the goals of the Association.
- C. Work with local agencies on programs to reduce trash and micro-plastics from entering the Lake Tahoe watershed.
- D. In partnership with the North Lake Tahoe Fire Protection District, protect District lands and the Lake Tahoe Basin watershed by performing defensible space best management practices.
- E. Prioritizing tree maintenance and vegetation management on District-owned properties.
- F. Provide bear shed rebates for new **parcel owners and customers** in the service area to contain putrescible waste in a safe manner.
- G. Provide water efficiency rebates to customers for the installation of a high efficiency toilet or washing machine.

## LONG RANGE PRINCIPLE #3 - FINANCE

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

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

- Develop and maintain a long-term plan to sustain financial resources.
- Ensure budgets that utilize recurring revenues to cover ongoing costs and limits use of one-time funds to support one-time expenditures.
- Report results and demonstrate value to the **parcel owners and customers** through regular financial reporting and related performance management metrics.
- **Regularly review and assess the effectiveness of internal controls supporting compliance, financial reporting, and stewardship of District assets.**
- Comply with applicable Federal, State, **County, and District** regulations.
- Adhere to Government Generally Accepted Accounting Principles (GAAP).

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Prepare Annual Budgets that demonstrate the balance of allocated resources, with service expectations, and the capability to deliver.
2. Prepare a five-year forecast for each major fund as a part of the annual budget development process.
3. Utilize annual and interim financial reports to build understanding of the different aspects between operations, capital improvement and debt service, and promote fiscal transparency.
4. Work with Board of Trustees to identify Board Policies related to the Finances of the District that need updating, elimination, or creation. Consider updating Board Policies and Practices relating to Budget and Fiscal Management



5. Continue the refinement of appropriate performance measurement to demonstrate quality as well as quantity.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Transition financial reporting for Community Services and Beach activities from Special Revenue to Enterprise fund accounting for the 2021/2022 Fiscal Year in order to better support full-cost recovery objectives for operating, capital and debt expenditures.
- B. Work with Board of Trustees to implement District-wide pricing policy, to ensure desired cost recovery and policy-driven differential pricing for **parcel owners, and customers**.
- C. Review the allocation of Facility Fees assessed on parcels within the District, including components for operations, capital expenditure and debt service.
- D. Prepare the required Annual Financial Report, with an independent auditor opinion, to provide financial position and results of operations to a variety of users and information needs.
- E. Comply with Nevada Revised Statutes, **District Policies** and Administrative Code requirement for the budget process, indebtedness reporting, and the annual audit.
- F. Complete comprehensive review of District's internal control policies and procedures to ensure sound fiscal management, integrity of financial information and safeguard the District's assets and financial resources.
- G. Actively manage financial planning and reporting to inform decision making to sustain a strong financial base for operations, while maintaining care and condition of capital assets and existing infrastructure.
- H. Implement transition to new Tyler/Munis enterprise financial system to enhance management and oversight of District finances, improve workflow process and strengthen internal controls.

## LONG RANGE PRINCIPLE #4 – WORKFORCE

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

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

- Evaluate job descriptions to frequently ensure regulatory compliance in language, for workforce needs, and related compensation for the position.
- Partnering closely with department managers and individuals, assess training and educational needs for existing workforce by providing industry specific programs; coordinate trainings with both in-house staff and outside resources to ensure essential educational needs are evaluated and addressed.
- Collaborate with Department Managers to identify individuals for talent management opportunities to ensure continued retention and growth for management succession within the District.
- Re-evaluate, during the budget process, the optimum level of employees and related total compensation, necessary to each department based on industry standard and levels of service.
- Create and implement a robust recruiting process to ensure the District reaches the best talent by evaluating current recruiting trends, analyzing current job market rates and reviewing competitive offers of employment.
- Focus on creative strategies related to differences in how the District recruits full time, part time, and seasonal employees.
- Comply with applicable Federal, State, County governmental regulations.
- Continue to provide a safe environment and continue to strive for low worker's compensation incidents through ongoing and targeted safety training.
- Work with employees to improve employee engagement and culture through focused performance management goals, engagement participation and incentives.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Following review and research on like-industry wages, benefits and



privileges, evaluate current positions to ensure District is competitive with its total compensation and benchmarks to support recruitment and retention needs.

2. Begin implementation of new Human Resources system for better efficiencies and automation.
3. Work closely with the IT Department to develop online training opportunities for all employees including cyber-security.
4. Work with Board of Trustees to identify Board Policies related to the District Employees and Human Resources that need updating, elimination, or creation.
5. Educate Management Staff through targeted trainings on how to manage, engage, educate and foster better communication with employees. Ensure emphasis is on employee retention.
6. Continue encompassing employee engagement participation for measured performance measurement of goals and objectives. Set increases that correlate directly with goals and engagement measures.
7. Analyze current recruiting trends to meet the challenges of hiring top candidates for open positions. Closely partner with Management Staff to ensure specific hiring needs are unambiguous and attainable. Utilizing the Economic Development Authority of Western Nevada's (EDAWN) agency resources, monitor current regional unemployment rates and incoming industries and businesses to assess targeted recruitment campaigns. Develop interactive system to ensure viable candidates remain engaged throughout the recruitment process.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Review budget, number of positions to salary and benefits and conduct surveys to ensure we are making every effort to attract, maintain and retain qualified employees across the District. Continually evaluate current market trends to ensure District wages and benefits remain competitive and attractive to top talent candidates and current Staff.

- B. Assess the ongoing impacts of wages, and retention of employment changes as follows:
  - I. For recreational specific venues and positions: monitor FLSA changes for continued recreational exemption status compliance; review regional like-industry wages for recommended changes to District's current budget; identify training opportunities to ensure continued growth of seasonal employees.
  - II. For administrative venues and positions: partner with management teams to assure training/educational opportunities are available to employees for continued career growth; identify employees to cross train for succession planning purposes; evaluate best practices for targeted recruiting campaigns.
- C. Conduct quarterly management educational trainings for both new and current management and supervisory employees with an emphasis on communication, motivation, productivity and team building to improve job satisfaction, morale and employee recruitment/retention and succession planning for both employees and managers.
- D. Continue to monitor updates and changes from Federal, State, and **County** authorities, as applicable, regarding new regulations related emergency directives, to ensure prompt communication with IVGID management. Review emergency response plans with each department to ensure future workforce readiness.
- E. Partnering with the Recreation Center Management Team, develop Health and Wellness strategies for District employees; monitor programs to evaluate an overall reduction in absenteeism related to illness, reduced insurance usage, improved employee morale, and increased employee engagement.
- F. Leverage the consultant's recommendations in the Utility Asset and Infrastructure study as it relates to recruitment, retention, and restructuring of the Public Works workforce.



## LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE

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

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

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

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Complete a community wide review of the Diamond Peak Master Plan to ensure that it meets the needs of the current **parcel owners, and customer environment** as it has been five years since the last review.
2. Continue to implement top priorities identified in the Community Service Master Plan priorities as defined by the Board of Trustees.
3. Focus on strengthening overall project and contract management.
4. Identify Board Policies related to District Asset Management and present to the Board those that need updating, elimination, or creation.

5. Effluent Export Project, Phase II, continue to pursue project partnerships and Federal, State and Local funding to reduce District costs.
6. Ensure digital safeguards are in place for District technology infrastructure.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

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



aligning with the Beaches Master Plan.

- K. Execute the Burnt Cedar Swimming Pool Reconstruction Project.
- L. Implement Phase 1 of District-wide security camera project.

## LONG RANGE PRINCIPLE #6 - COMMUNICATION

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

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

- Promote transparency in all areas including finance, operations and public meetings.
- Maintain, expand and enhance the District's communications infrastructure to meet the evolving needs and desires of the residents, constituents and guests utilizing current industry best practices.
- Provide clear, concise and timely information in multiple, publicly accessible formats.
- Ensure internal and external communication are responsive, comprehensive and inclusive.
- Ensure the District employees and the Board of Trustees are focused on unified communication and messaging.

**Long-term Initiatives** *defined as what we see as needing to be done in the future*

1. Continue to implement best practices for sharing information with the public including but not limited to the Districts websites, IVGID quarterly magazine, email communication, public outreach, special events, social media platforms and/or paid advertising platforms as appropriate.
2. Maintain online systems for residents and constituents to access their accounts and complete online transactions.
3. Participate in relevant community and basin outreach events and publications to spread messaging on District programs.
4. Work diligently to improve all external partner and collaborative relationships to maximize available resources.
5. Proactively seek residents, constituents and guests input on important matters affecting the community as determined by Management and/or the Board of Trustees.



6. Involvement/presence with resident and constituent Meet and Greets to include key venues and the Board of Trustees.

**Budgeted Initiatives for 2021 - 2023** *defined as the measurable 2021-2023 work plan efforts that are supporting this objective(s) and related strategies*

- A. Host Board of Trustees Community Workshops related to key District matters as scheduled by the Board of Trustees.
- B. Provide informative and timely releases of information to our **parcel owners, and customers**.
- C. Ensure that the District is well represented in external agency discussions and collaborative opportunities where there may be an impact to either the District and/or our community.
- D. Update and enhance the District's public facing websites to bring in line with current industry best practices for data security, responsive design, and user experience.
- E. Continue to administer venue and **parcel owner, and customer surveys** related to key matters and initiatives.

## LONG RANGE PRINCIPLE #7 - GOVERNANCE

The District is a local agency that delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability through collaboration, civic participation, and transparency to the greatest extent possible.

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

- Continue Legislative Advocacy efforts at the Federal, State, and Local levels to support appropriations for water and wastewater infrastructure improvements that support Principle #2 and Principle #5
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- Conduct employee meetings on a quarterly or semi-annual basis to review the Strategic Plan's progress and results and report on progress to the Board of Trustees.
- The performance appraisal process should reflect the completion of the Strategic Plan initiatives as an evaluation criterion. Also, performance criteria should be aligned with values of the District such as innovation, teamwork, and accountability.
- Track the measurement system on a quarterly basis. Some of the measures will be calculated annually. Provide an annual narrative about the results. Review the measures on an annual basis and make adjustments as necessary to ensure the measures continuously add value to decision making. Include a combination of lagging and leading indicators. (Lagging indicators or outcomes measure past performance; leading indicators or performance drivers assist in establishing future performance.)
- After completion of the first year of the Strategic Plan and baseline results are quantified, targets should be initiated for the measurement system.
- After each year of the Strategic Plan, the employees should review the Strategic Plan's process and re-tool any parts of the process that need improvement. This review should include a "just-in-time review" of the following year's Initiatives to determine if priorities have changed. The review of Initiatives should tie into the budget process.
- Employee meetings should regularly include discussion of strategy. Create a visualization process to emphasize the Strategic Plan's importance and the District's commitment to execution. For example, posting charts on office walls of each year's initiatives, with a check-off column, can provide a visual tracking of initiative completion.

## **REASSESSMENT**

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

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

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





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

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