INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

NOTICE OF MEETING

The regular meeting of the Incline Village General Improvement District will be held starting at 6 p.m. on Wednesday, January 10, 2018 in the Chateau, 955 Fairway Boulevard, Incline Village, Nevada.

A. PLEDGE OF ALLEGIANCE*

B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

C. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration.

Public Comment Advisory Statement – *A public body has a legitimate interest in conducting orderly meetings. IVGID may adopt and enforce reasonable restrictions on public comment to ensure the orderly conduct of a public meeting and orderly behavior on the part of persons attending the meeting. Public comment, as required by the Nevada Open Meeting Law, is an opportunity for people to publicly speak to the assembled Board of Trustees. Generally, it can be on any topic, whether or not it is included on the meeting agenda. In other cases, it may be limited to the topic at hand before the Board of Trustees. Public comment cannot be limited by point of view. That is, the public has the right to make negative comments as well as positive ones. However, public comment can be limited in duration and place of presentation. While content generally cannot be a limitation, all parties are asked to be polite and respectful in their comments and refrain from personal attacks. Willful disruption of the meeting is not allowed. Equally important is the understanding that this is the time for the public to express their respective views, and is not necessarily a question and answer period. This generally is not a time where the Board of Trustees responds or directs Staff to respond. If the Chair feels there is a question that needs to be responded to, the Chair may direct the General Manager to coordinate any such response at a subsequent time. Finally, please remember that just because something is stated in public comment that does not make the statement accurate, valid, or even appropriate. The law mitigates toward allowing comments, thus even nonsensical and outrageous statements can be made. However, the Chair may cut off public comment deemed in their judgment to be slanderous, offensive, inflammatory and/or willfully disruptive. Counsel has advised the Staff and the Board of Trustees not to respond to even the most ridiculous statements. Their non-response should not be seen as acquiescence or agreement just professional behavior on their part. IVGID appreciates the public taking the time to make public comment and will do its best to keep the lines of communication open.*

D. APPROVAL OF AGENDA *(for possible action)*

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

-OR-

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

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT – ONE TEAM

NOTICE OF MEETING

E. GENERAL BUSINESS (*for possible action)*

BOARD WORKSHOP

1. Review, discuss, and possibly provide direction on the District's Strategic Plan for 2018 – 2020 – ***pages 3 - 36***

2. Review, discuss, and possibly provide direction on the Board's Work Plan – ***pages 37 - 72***

F. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration; see **Public Comment Advisory Statement** above.

G. ADJOURNMENT *(for possible action)*

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before Friday, January 5, 2018 at 9:00 a.m., a copy of this agenda (IVGID Board of Trustees Session of January 10 2018) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were either faxed or e-mailed to those people who have requested; and a copy was posted at the following seven locations within Incline Village/Crystal Bay in accordance with NRS 241.020:

1. IVGID Anne Vorderbruggen Building (Administrative Offices)
2. Incline Village Post Office
3. Crystal Bay Post Office
4. Raley's Shopping Center
5. Incline Village Branch of Washoe County Library
6. IVGID's Recreation Center
7. The Chateau at Incline Village

/s/ Susan A. Herron, CMC
Susan A. Herron, CMC
District Clerk (e-mail: sah@ivgid.org/phone # 775-832-1207)

***Board of Trustees**: Kendra Wong, Chairwoman, Tim Callicrate, Peter Morris, Phil Horan, and Matthew Dent.*

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

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

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

MEMORANDUM

TO: Board of Trustees

FROM: Steven J. Pinkerton
General Manager

SUBJECT: District Strategic Plan for 2018-2020 and Board Work Plan for 2018

DATE: January 3, 2018

Strategic Plan

The District's Strategic Plan for 2015-2017 was adopted by the Board of Trustees on September 23, 2015.

Updates to the Strategic Plan were provided on August 24, 2016 and April 17, 2017.

The original Strategic Plan along with the most recent update are attached.

Please review in advance of our Board Work Session next week. Chairwoman Wong will be leading a discussion regarding any potential modifications or updates to the Strategic Plan.

Annual Work Plan

The Board of Trustees developed a work plan for 2017/2018 at the March 8, April 4 and May 24 Board Meetings. On August 2, the Board held a retreat to further discuss the four areas of focus identified in the prior work plan discussions.

The Board Packet from the August 2, 2016 Board Work Session are attached along with the minutes from that meeting.

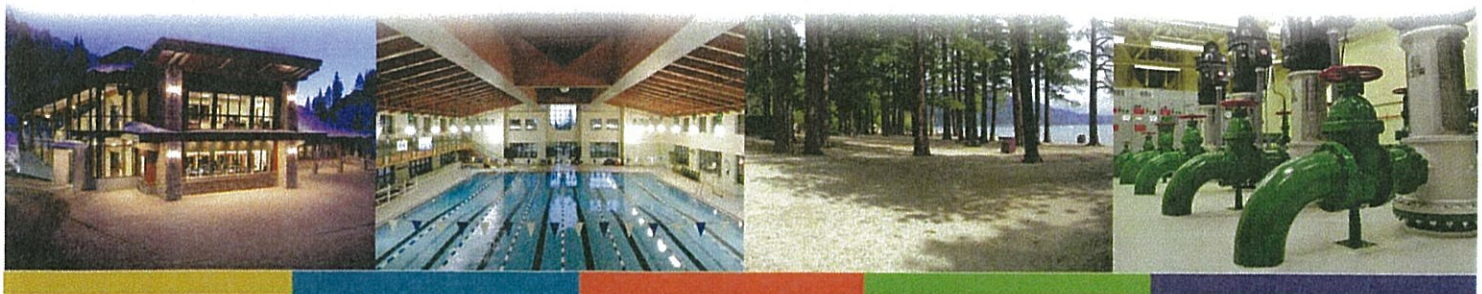
Please review in advance of our Board Work Session next week. Chairwoman Wong will be leading a discussion to review the previous work on this subject and determine priorities for 2019.

District Original Strategic Plan

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

Strategic Plan

2015 - 2017



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Board of Trustees

Kendra Wong
CHAIRWOMAN

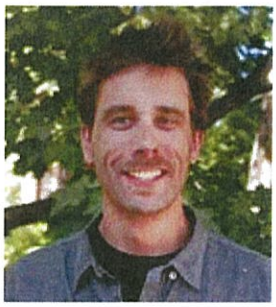
Jim Hammerel
VICE CHAIRMAN

Bill Devine
TREASURER

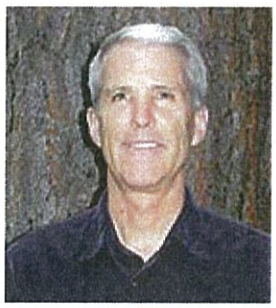
Tim Callicrate
SECRETARY

Matthew Dent
TRUSTEE

Senior Management Team



Brad Johnson
Director of Asset Management



Brad Wilson
General Manager
Diamond Peak Ski Resort

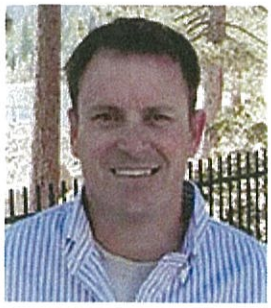
Dee Carey
Director of Human Resources

Gerry Eick
Director of Accounting, Risk Management and IT

Joe Pomroy
Director of Public Works

Steven Pinkerton
District General Manager

Susan Herron
District Clerk/
Executive Assistant



Indra Winquest
Director of
Parks and Recreation

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, 2015 to June 30, 2017.

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 the plan is to identify long range principles that align activities of the District to 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 learning 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.

<u>The benefits of strategic planning include:</u>

- Focuses the District's resources on activities that are essential to increasing customer satisfaction, lowering costs, increasing value and achieving measurable outcomes.
- 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.
- Defines and describes the District's key strategies. As a result, employees and residents know where the District is headed.

Strategic Planning Process

Board of Trustees Policy 1.1.0 states:

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
0.2 Prepare a Mission Statement
0.3 Assess Environmental Factors
0.4 Identify Critical Issues
0.5 Agree on a Small Number of Long Range Principles
0.6 Develop Strategies to Achieve Long Range Principles
0.7 Develop Objectives
0.8 Create an Action Plan
0.9 Incorporate Performance Measures
0.10 Obtain Approval of the Plan
0.11 Implement the Plan
0.12 Monitor Progress
0.13 Reassess the Strategic Plan

Consistent with this Board Policy, the General Manager and the Board of Trustees initiated the process in February 2015. Strategic Planning and Team Building Sessions were facilitated by Coralbridge Partners on February 17, March 5 and March 6, 2015. Coralbridge Partners compiled a report summarizing the results of these sessions which were reviewed by the Board of Trustees at their March 25, 2015 meeting. The Board of Trustees directed the General Manager to accept the report and bring back further recommendations to the Board of Trustees.

The report provided an overview of the Board's dialogue regarding the District's strengths and challenges and recommended a model that syncs strategies with operations and serves as a structural template for the planning process. In addition, the report documented the process for updating the District's Mission and Vision statements. The Board of Trustees spent a great deal of time during the facilitation process reviewing operational goals and action steps/tactics for many of the District's venues. The report summarized this discussion and documented the goals and actions steps. The facilitator also recommended changes to the District's organizational structure.

A number of the action steps recommended in the Coralbridge Partners report were implemented immediately and many other recommended actions were incorporated into the adopted budget for Fiscal Year 2015/2016. The adopted budget also included an updated organizational structure very similar to the one proposed by Coralbridge Partners.

Consistent with the Board of Trustees March 25, 2015 direction, the District's General Manager brought back a recommended process for completing the Strategic Planning Process at the June 4, 2015 Board of Trustees workshop. The Board concurred with the process and time was set aside at the June 24, 2015 Board of Trustees Meeting, along with the July 9, August 5 and September 3, 2015 Board workshops to complete the Strategic Plan.

At the June 24, 2015 session, the Board of Trustees reviewed the draft Mission and Vision statements as well as the existing Value and Mantra statements. The Board also discussed the key elements/environmental factors impacting the District. These key elements included:

- What are the economic and financial conditions under which we are operating?
- What are the demographic trends for our community and how do those impact our services?
- What legal and regulatory issues are facing in the future?
- What social and cultural trends do we need to acknowledge?
- What physical and climate issues are we facing?
- What impact will other governmental agencies have on how we operate?
- How will changes in technology impact us?
- Who do we serve?

At the July 9, 2015 session, the Board of Trustees reviewed the existing District long range principles and provided Staff with guidance on updates to the principles and began to address the 2015-2017 objectives associated with each of the principles. The Board also finalized the Mission, Vision, Value and Mantra statements.

On August 5, 2015, the Board reviewed the 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.

Statements

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

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.
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.

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.

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.
2. Utilize the new financial reporting structure to build understanding of the different aspects between operations, capital improvement and debt service.
3. With allocated resources, equate service expectations and the capability to deliver .
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.

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.
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.

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

Budgeted Initiatives for 2015-2016

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 positions.
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.

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.
2. Establish specific performance indicators to evaluate customer loyalty/satisfaction.
3. Align performance metrics through industry benchmarking.
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.
5. Explore comprehensive Customer Service measurement tool for the District.

Budgeted Initiatives for 2015-2016

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.

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.
2. Begin the update of the Community Service master plan.
3. Complete condition analysis and project scoping for the Effluent Export Project – Phase II.
4. Investigate asset management/work order software for Community Service venue operations to determine applicability and resources required for implementation.

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.
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. Begin the update of the Master Plan for the Beach Venues.
D. Begin the update of the Master Plan for Parks and Recreation Venues.
E. Work through the approval process of the proposed Diamond Peak Master Plan.

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.
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.
B. The District will be utilizing several online tools to improve Citizen Request Management and Financial Transparency.
C. The District will replace existing Point of Sales systems to improve service delivery and extend capacity for registration and purchases.

Implementation

The annual budget document serves as the Action Plan for implementing the 2015-2017 objectives.

Budget Initiatives

The budget initiatives for the Fiscal Year 2015/2016 budget and capital plans centered on the following:

1) Provide utility rates that supports planned capital infrastructure and continues operations funded by the pay for what you use model that is the industry standard;
2) Establish a Recreation Facility Fee (RFF) and a Beach Facility Fee (BFF) that are based upon justifiable current needs combined with the near term debt service and plans for multi-year capital projects; and
3) Continue to minimize the year to year fluctuations in the RFF and BFF from effects of Capital Improvement Project expenditures; and
4) Develop revenue enhancements to absorb increased costs; and
5) Consider customer service enhancements through operating efficiencies and the addition of service capacities.

Additional detail on budgeted initiatives is 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 will have the responsibility of being the Strategic Plan Manager 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. Each year's data will be entered on a spreadsheet that lists the Themes, Objectives, Initiatives, supporting actions and associated start and completion dates, as well as the staff person responsible for the Initiative.

- At the end of the year, perform an annual review and documentation of progress on initiatives.

- 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.

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
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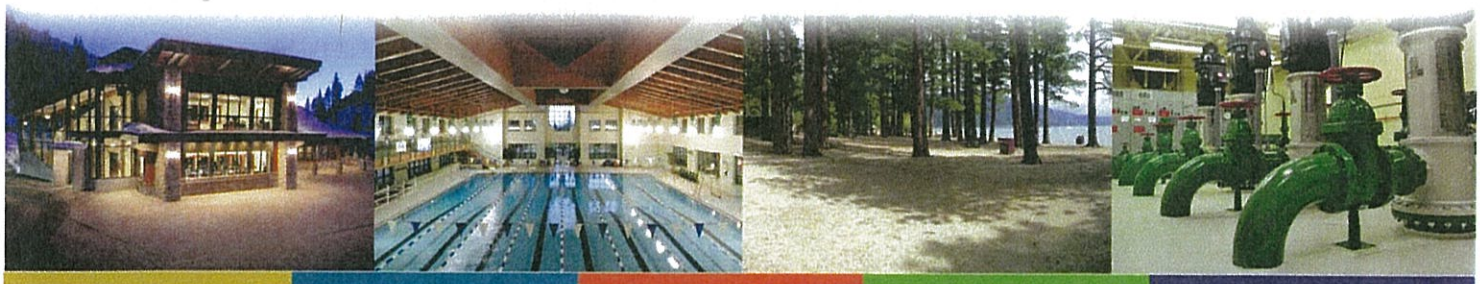
Incline Village General Improvement District

893 Southwood Boulevard

Incline Village, Nevada 89451

Telephone Number: 775-832-1100

Questions: info@ivgid.org



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District Strategic Plan Update dated April 17, 2017

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

Strategic Plan

2015 - 2017

Report #2 dated April 17, 2017

yourtahoeplace.com

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.

Reporting Status - August 24, 2016: Complete

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.

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

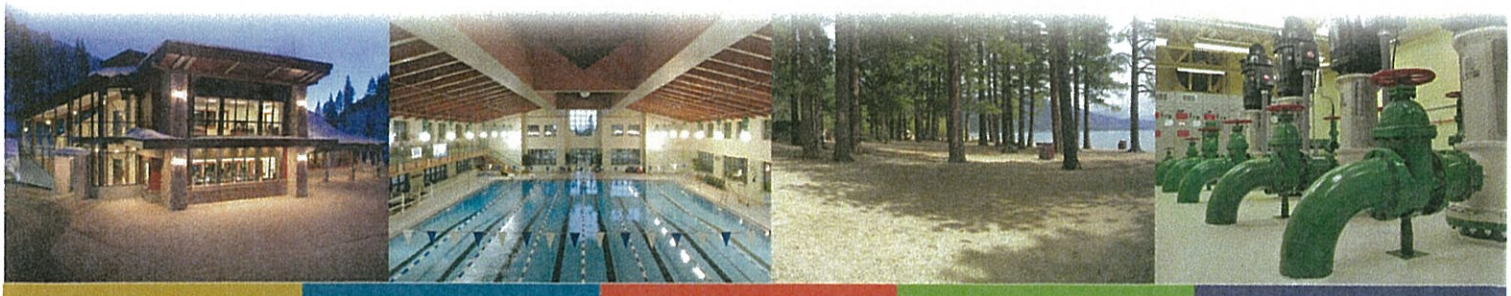
Incline Village General Improvement District

893 Southwood Boulevard

Incline Village, Nevada 89451

Telephone Number: 775-832-1100

Questions: info@ivgid.org



yourtahoeplace.com

August 2, 2017 Board Packet – Board Work Plan

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT – ONE TEAM

NOTICE OF MEETING

The special meeting of the Incline Village General Improvement District will be held starting at 3 p.m. on Wednesday, August 2, 2017 in the Chateau located at 955 Fairway Boulevard, Incline Village, Nevada.

A. PLEDGE OF ALLEGIANCE*

B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

C. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration.

Public Comment Advisory Statement – *A public body has a legitimate interest in conducting orderly meetings. IVGID may adopt and enforce reasonable restrictions on public comment to ensure the orderly conduct of a public meeting and orderly behavior on the part of persons attending the meeting. Public comment, as required by the Nevada Open Meeting Law, is an opportunity for people to publicly speak to the assembled Board of Trustees. Generally, it can be on any topic, whether or not it is included on the meeting agenda. In other cases, it may be limited to the topic at hand before the Board of Trustees. Public comment cannot be limited by point of view. That is, the public has the right to make negative comments as well as positive ones. However, public comment can be limited in duration and place of presentation. While content generally cannot be a limitation, all parties are asked to be polite and respectful in their comments and refrain from personal attacks. Willful disruption of the meeting is not allowed. Equally important is the understanding that this is the time for the public to express their respective views, and is not necessarily a question and answer period. This generally is not a time where the Board of Trustees responds or directs Staff to respond. If the Chair feels there is a question that needs to be responded to, the Chair may direct the General Manager to coordinate any such response at a subsequent time. Finally, please remember that just because something is stated in public comment that does not make the statement accurate, valid, or even appropriate. The law mitigates toward allowing comments, thus even nonsensical and outrageous statements can be made. However, the Chairperson and/or General Counsel may cut off public comment deemed in their judgment to be slanderous, offensive, inflammatory and/or willfully disruptive. Counsel has advised the Staff and the Board of Trustees not to respond to even the most ridiculous statements. Their non-response should not be seen as acquiescence or agreement just professional behavior on their part. IVGID appreciates the public taking the time to make public comment and will do its best to keep the lines of communication open.*

D. APPROVAL OF AGENDA *(for possible action)*

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

-OR-

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT - ONE TEAM

NOTICE OF MEETING

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

E. GENERAL BUSINESS *(for possible action)*

1. Board Work Session – The IVGID Board of Trustees shall review, discuss, and possibly take action on the progress to date of their Board Work Plan which shall include review, discuss, and possibly take action on the fact finding cited in the attached reports from the General Manager's Subcommittees on (a) Ordinance 7; (b) Master Plan/Capital Plan; (c) Communication; and (d) Financial Reporting aka Popular Reporting – ***pages 3 - 16***

F. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration; see **Public Comment Advisory Statement** above.

G. ADJOURNMENT *(for possible action)*

CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before Friday, July 28, 2017 at 9:00 a.m., a copy of this agenda (IVGID Board of Trustees Session of August 2, 2017) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were either faxed or e-mailed to those people who have requested; and a copy was posted at the following seven locations within Incline Village/Crystal Bay in accordance with NRS 241.020:

1. IVGID Anne Vorderbruggen Building (Administrative Offices)
2. Incline Village Post Office
3. Crystal Bay Post Office
4. Raley's Shopping Center
5. Incline Village Branch of Washoe County Library
6. IVGID's Recreation Center
7. The Chateau at Incline Village

/s/ Susan A. Herron, CMC
Susan A. Herron, CMC
District Clerk (e-mail: sah@ivgid.org/phone # 775-832-1207)

Board of Trustees: *Kendra Wong, Chairwoman, Tim Callicrate, Peter Morris, Phil Horan, and Matthew Dent.*

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

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

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

MEMORANDUM

TO: Board of Trustees

FROM: Kendra Wong
Chairwoman, Board of Trustees

SUBJECT: Review, discuss and possibly approve the General Manager's Committee Assignment for the Board of Trustees Work Plan

DATE: May 16, 2017

Thank you fellow Board members for providing me with the Board Work Items that you would like to work on. I have put together the following General Manager's Committees in collaboration with the District General Manager. Further, I have tasked the District General Manager with meeting with the District's Senior Team to create a template for each committee to use for reporting back on progress made. I anticipate that a meeting will be called for each committee in the very near future with the goal of developing a work plan and bringing those back to the full Board for review and approval at the June 28 meeting.

General Manager's Ordinance 7 Committee – June 19 at 8:30 a.m.
Members: Trustee Phil Horan, Trustee Tim Callicrate, Director of Parks and Recreation Indra Winquest, District General Manager Steve Pinkerton

- Review feedback from the community sessions
- Staff report updating progress
- Identify areas of Ordinance 7 to address

General Manager's Master Plan/Capital Plan Committee – June 19 at 11 a.m.
Members: Trustee Peter Morris, Trustee Tim Callicrate, Director of Asset Management Brad Johnson, District General Manager Steve Pinkerton

- Create a structure for Master Planning
  - How do all of our Master Plans fit together
  - Create a timeline for regular review
  - Leverage public/private partnerships (e.g. ITF)

- Relationships with non-IVGID entities
  - Washoe County
    - Pedestrian paths
    - Left turn signals
    - Lighted crosswalks
    - Scenic Tahoe Blvd.
    - Regional Plan
  - Explore options with respect to town/city/county

General Manager's Communication Committee – June 12 at 11 a.m.
Members: Trustee Kendra Wong, Trustee Phil Horan, District Clerk Susan Herron, Communications Coordinator Misty Moga, District General Manager Steve Pinkerton

- IQM2
  - Staff report on software functionality
  - Staff report on required resources to implement

General Manager's Financial Reporting aka Popular Reporting Committee – June 7 at 2 p.m.
Members: Trustee Kendra Wong, Trustee Matthew Dent, Director of Finance Gerry Eick, District General Manager Steve Pinkerton

- Performance metrics
  - Financial
  - Non-financial/qualitative
- Continue to improve Fixed Cost/Variable Cost Analyses
- Policies & Procedures – IVGID Code

General Manager's Committee on Ordinance 7

Members: Trustees Phil Horan and Tim Callicrate; Staff Members Director of Parks and Recreation Indra Winquest and District General Manager Steve Pinkerton

Report Date: July 11, 2017 Meeting Date(s): June 21, 2017

Purpose/Subject: Review feedback from the community sessions, Staff report updating progress, and identify areas of Ordinance 7 to address

Fact Finding:

Background – Staff shared that this issue is very contentious within the community with varying opinions on items such as beach access, recreation punch cards, vacation renters/visitors and the overall perception that the beaches are overcrowded. Reviewed the discussion over the years regarding how punch cards are utilized at each of the venues and how to potentially add value to parcel owners in relation to what and how they are allowed usage of the punch cards. A background on the evolution of the guest access ticket was reviewed and discussed. Lastly the committee discussed the potential to separate the ordinance into two parts, beach access and then other recreation privileges.

Identify potential items

- Constituency – The ordinance 7 discussion and any potential outcomes may affect all constituents including parcel owners, long and short-term renters and guests of IVGID Pass holders.

- Legal Implications – Definitely possible legal implications if the district decides to work toward making changes to ordinance 7 which would involve legal counsel review and potential action.

- Policy Implications – The committee discussed how to continue to solve some of the concerns as well as alleviate some of the perception and concerns by continuing to create policies rather than making any significant changes to the actual ordinance while recognizing that it may be necessary in the end to make changes to the ordinance.

- Prioritization – High Prioritization. Some of the more significant priorities include beach access, administrative/operating policies, potential separation of the ordinance, Recreation Punch Card overhaul, Guest Access Ticket process, communication and education to our parcel owners and property management agencies, as well as data collection and potential re-issuance of passes.

- Staffing Consideration(s) – Any changes to policies or the ordinance will require parks & recreation department staff time, which may vary depending on the overall magnitude of policy and administrational changes.

- Financial Consideration(s) – To be determined. Any changes made to the Recreation Punch Card process may dictate changes in the overall budgeting process. Additionally there could be potential impacts on key rates at some or all of the venues.

Disclaimer: This is a fact finding committee only. No decisions or recommendations shall be determined by the committee and the outcome is to present all the alternatives to the General Manager.

General Manager's Committee on Ordinance 7

Members: Trustees Phil Horan and Tim Callicrate; Staff Members Director of Parks and Recreation Indra Winquest and District General Manager Steve Pinkerton

Report Date: July 11, 2017 Meeting Date(s): June 21, 2017

Timeline

- Potential deliverable(s) – Discussion by the board will dictate but may include Development of a prioritization schedule as well as plan on how to engage the community and receive feedback from parcel owners prior to focusing on any administrational, policy or ordinance changes.

Next Meeting: Undetermined.

Disclaimer: This is a fact finding committee only. No decisions or recommendations shall be determined by the committee and the outcome is to present all the alternatives to the General Manager.

General Manager's Committee on Master Plan/Capital Plan

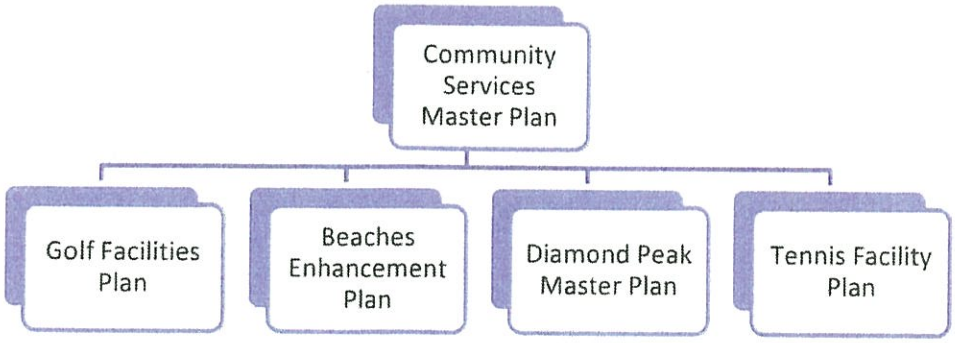
Members: Trustees Peter Morris and Tim Callicrate; Staff Members Director of Asset Management Brad Johnson and District General Manager Steve Pinkerton

Meeting Date: June 19. 2017 Next Meeting Date(s): July 10, 2017 at 10am

Minutes from June 19, 2017 Meeting:

Topic:

- Create a structure for Master Planning – how do all of our master plans fit together and create a timeline for regular review;



  - Review every 2-3 years as a component of Strategic Plan development
  - Incorporate Master Planning process and review into IVGID Code development/policy updates
  - Utilize Master Plans to develop a list for funding requirements determination
    - IVGID Fund Balance
      - Capital Improvements/Maintenance of Existing Facilities
      - Project Planning
      - Design Development
      - Permitting & Entitlements
    - Private Funding
    - Smaller Medium Bond Issuance
    - Large Long Term Bond Authorized by Public Vote that Captures a Broad Range of Projects

Disclaimer: This is a fact finding committee only. No decisions or recommendations shall be determined by the committee and the outcome is to present all the alternatives to the General Manager.

General Manager's Committee on Master Plan/Capital Plan

Members: Trustees Peter Morris and Tim Callicrate; Staff Members Director of Asset Management Brad Johnson and District General Manager Steve Pinkerton

Meeting Date: June 19, 2017 Next Meeting Date(s): July 10, 2017 at 10am

- Leverage public/private partnerships (e.g. ITF);
    - Private Funding Requires
        - An identified list of projects that are candidates for private funding
        - IVGID Commitment
            - Operations/Maintenance
            - Naming Rights
            - Design/Entitlements to make projects shovel ready
        - Well developed fund raising campaign
            - ITF involvement and leadership
            - Professional/Experienced resources and staffing of campaign
                - Current fund raising efforts are done on a volunteer and inexperienced basis
            - Professional fund raising marketing materials
- Relationships with non-IVGID entities – Washoe County: Pedestrian paths, left turn signals, lighted crosswalks, scenic Tahoe Boulevard, Regional Plan;
    - Commercial core beautification: multi-use pathway enhancement, lighting, landscaping, undergrounding of utilities
        - IVGID could be lead agency
            - Will require up-front IVGID dollars for planning and project development.
            - Could Require IVGID dollars for local matching requirements
        - Outside Funding Sources:
            - Redevelopment Agency/Funds
            - TOT from RSCVA
            - Washoe County
            - Transportation Funds
                - Federal
                - State
                - Regional/County
            - Tahoe Restoration Act/USFS/TRPA Grant funding

Disclaimer: This is a fact finding committee only. No decisions or recommendations shall be determined by the committee and the outcome is to present all the alternatives to the General Manager.

General Manager's Committee on Master Plan/Capital Plan

Members: Trustees Peter Morris and Tim Callicrate; Staff Members Director of Asset Management Brad Johnson and District General Manager Steve Pinkerton

Meeting Date: June 19, 2017 Next Meeting Date(s): July 10, 2017 at 10am

- Explore options with respect to town/city/county
    - Suggest a separate GM's committee – Community Governance
    - Has larger financial and operational implications
    - Leverage information developed and collected by past community efforts:
        - Independent Incline
        - Vision 2020
        - Pathways 2000

Fact Finding for Each Topic:

Background

Identify potential items

- Constituency
- Legal Implications
- Policy Implications
- Prioritization
- Staffing Consideration(s)
- Financial Consideration(s)

Timeline

- Potential deliverable(s)

Disclaimer: This is a fact finding committee only. No decisions or recommendations shall be determined by the committee and the outcome is to present all the alternatives to the General Manager.

General Manager's Committee on Communication

Members: Trustees Phil Horan and Kendra Wong; Staff Members District Clerk Susan Herron, Communications Coordinator Misty Moga, District General Manager Steve Pinkerton

Report Date: June 12, 2017 Meeting Date(s): June 12, 2017

Purpose/Subject: IQM2: Staff report on software functionality; staff report on required resources to implement

Fact Finding:

Background – Staff shared that the District has been on an annual contract with this vendor for the past two years to test functionality and compatibility of the product with the District's needs.

Identify potential items

- Constituency – No specific requests known at this time that are not being met.
- Legal Implications – None; webcasting is a courtesy not a Nevada Revised Statute requirement.
- Policy Implications - None
- Prioritization – Low, if not non-existent.
- Staffing Consideration(s) – District Clerk and Communications Coordinator are lead and co-lead respectively.
- Financial Consideration(s) – Cost is about $5,000 per year

Timeline

- Potential deliverable(s) – None at this point in time however committee wants to meet periodically to discuss stakeholder needs/wants/desires that are shared with our two Trustees as it relates to communications.
- Both Trustees shared that they consider this a dead initiative and support non-renewal of the software. The General Manager concurred and has since made the necessary decision to not review. It can be reinstated, if desired, at a later date.

Next Meeting: No specific date set but most likely mid-August. Update: Next committee meeting is July 6, 2017.

Disclaimer: This is a fact finding committee only. No decisions or recommendations shall be determined by the committee and the outcome is to present all the alternatives to the General Manager.

General Manager's Committee on Communication

Members: Trustees Phil Horan and Kendra Wong; Staff Members District Clerk Susan Herron, Communications Coordinator Misty Moga (absent), District General Manager Steve Pinkerton

Report Date: July 6, 2017 Meeting Date(s): July 6, 2017

Purpose/Subject: Discuss responses to stakeholders i.e. correspondence submitted

Fact Finding:

Background – Staff shared that the Board of Trustees has struggled with this issue for years. Staff outlined, see visual on next page, the current action taken for each type of correspondence.

Identify potential items

- Constituency – Have stated they don't get responses to their inquiries.
- Legal Implications – None; a request is not required by the Nevada Revised Statutes.
- Policy Implications - None
- Prioritization – Medium.
- Staffing Consideration(s) – District Clerk and Communications Coordinator are lead and co-lead respectively.
- Financial Consideration(s) – Depends on potential improvements/changes.

Timeline

- Potential deliverable(s) – Current action seems to be appropriate however discussion by the full Board is warranted; slated for August 2, 2017 when Board Work Plan is discussed.

Next Meeting: Undetermined.

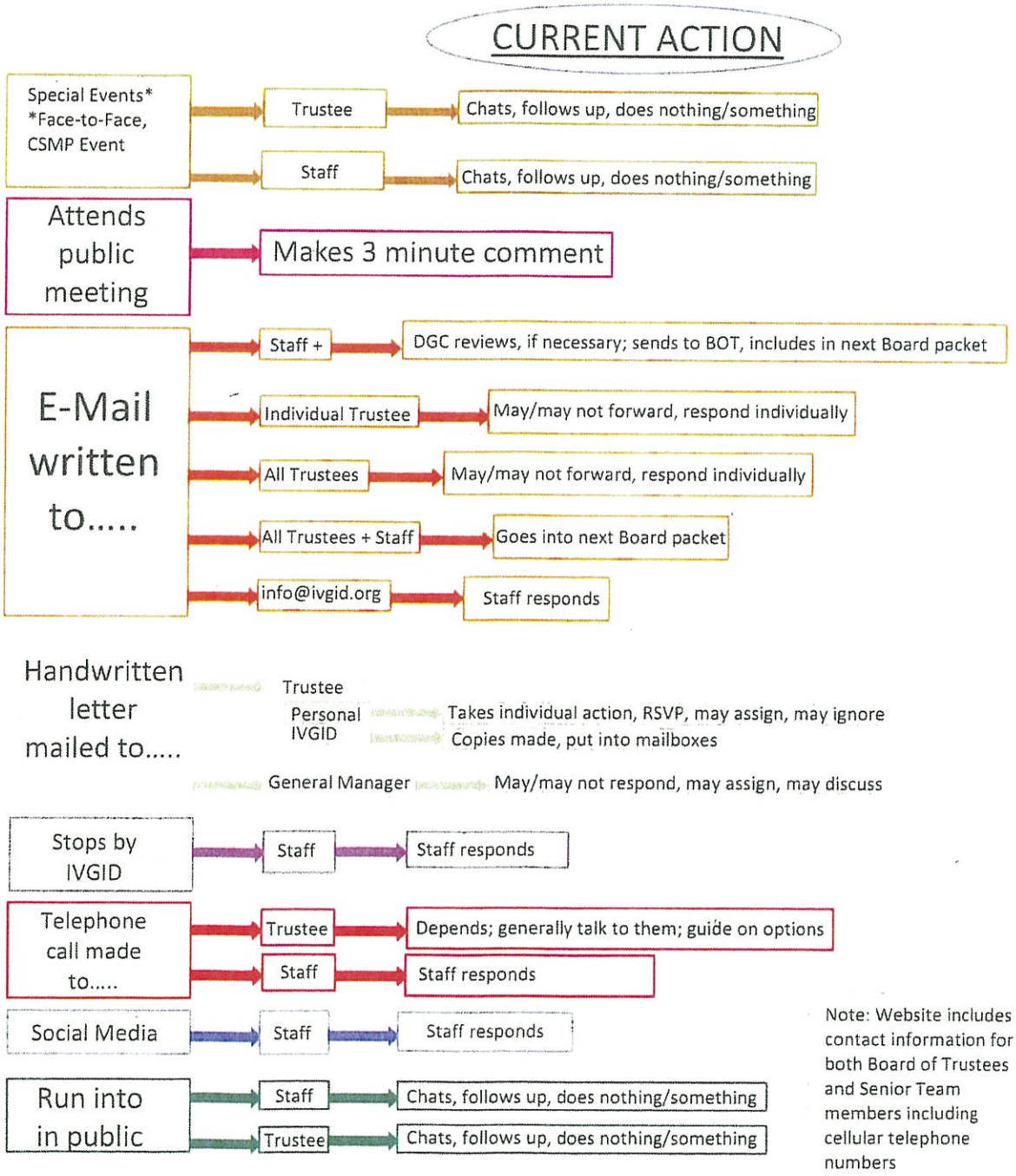
Disclaimer: This is a fact finding committee only. No decisions or recommendations shall be determined by the committee and the outcome is to present all the alternatives to the General Manager.

INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT - ONE TEAM

General Manager's Committee on Communication

Members: Trustees Phil Horan and Kendra Wong; Staff Members District Clerk Susan Herron, Communications Coordinator Misty Moga (absent), District General Manager Steve Pinkerton

Report Date: July 6, 2017 Meeting Date(s): July 6, 2017



Note: Website includes contact information for both Board of Trustees and Senior Team members including cellular telephone numbers

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General Manager's Committee on Popular Reporting

Members: Trustees Kendra Wong and Matthew Dent; Staff Members Director of Finance Gerry Eick and District General Manager Steve Pinkerton

Report Date: June 9, 2017 Meeting Date(s): June 7, 2017 – 2 p.m.

Purpose/Subject:
Financial and Non-Financial Performance Metrics, Continue to improve Fixed/Variable Cost Analysis, Policies & Procedures – IVGID Code

General Fact Finding:

Background
Popular Reporting is rooted in the ideal of making information and communications available in a form that is easily understood. This often takes the form of charts and visuals. The nature of any financial information tends to be highly aggregated.

Identify potential items

- Constituency
  Parcel owners and the immediate residents of Incline Village and Crystal Bay.

- Legal Implications
  There are documents the District must prepare for compliance with laws and other standards. Popular reporting items cannot substitute for or conflict with those documents.

- Policy Implications
  The nature of the District's Popular Reporting should be connected to Board of Trustee direction.

- Prioritization
  Each individual Subject has its own probable time line. The Board of Trustees collectively will need to assign prioritization and deadlines, considering all Work Plan activities.

- Staffing Consideration(s)
  Until further review is conducted, based on Board of Trustee direction, there is no definitive finding about staffing, however the preliminary assessment is none of the proposals appear to require additional staff, but it could require the reallocation of staff time to meet the Subject objectives.

- Financial Consideration(s)
  It is possible that contract services may be necessary to develop the format for these reports.

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INCLINE VILLAGE
GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT – ONE TEAM

General Manager's Committee on Popular Reporting

Members: Trustees Kendra Wong and Matthew Dent; Staff Members Director of Finance Gerry Eick and District General Manager Steve Pinkerton

Report Date: June 9, 2017 Meeting Date(s): June 7, 2017 – 2 p.m.

June 7, 2017 - Subjects and Fact Finding:

1. **Policies & Procedures – IVGID Code**
   Historically, the District has utilized a series of Policy Resolutions that addressed actions or needs specific to IVGID. We have four major Ordinances that establish operations in named areas. In 2008, the Board of Trustees established a series of Policies and Practices based on best practices developed by the Government Finance Officers Association (GFOA). At the time of adoption it was stated a review every five years would be appropriate. Some have been modified multiple times, some are in original form. The GFOA has since updated its best practices.

   The fundamental benefit of developing an IVGID Code could be to streamline the content of a wide variety of sources, reduce redundant and complex materials, and allow simple access to laws and guidance materials at a Policy Level by subject or topic.

   Whatever is developed needs to document or link itself to the originating Policy Resolutions, Board Policies or Practices, Nevada Revised Statutes, or any other originating sources through footnote or appendix.

   Deliberation over the form and content of the Code will follow considerable staff and legal counsel time to develop the document for review by the Board of Trustees as a whole.

   Staff has indicated a desire to have the code developed ahead of a budget cycle. They and legal counsel are willing to put in the extra attention and effort over the next months to allow its adoption by December 31, 2017.

2. **Performance Metrics – Financial and Non-financial**
   The District has developed a Financial Transparency section on its web site. This site also includes many other types of information.

   There is an expected benefit to the separation of information that is for legal and compliance purposes versus Popular Reports, because that separation avoids users seeking information in the wrong place or with too much effort. Ease of navigation and location is a primary concern.

   Visual presentations are preferred, but charts and numbers, at times, are necessary to communicate clearly. Narratives can provide a snapshot or insight to discreet items. Combinations of formats is expected.

   The primary interest in Popular Reporting would be to communicate actual audited results against the budget. Since each type may require a differing level of detail there needs to be separate reports for operations and one for capital improvement projects.

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General Manager's Committee on Popular Reporting

Members: Trustees Kendra Wong and Matthew Dent; Staff Members Director of Finance Gerry Eick and District General Manager Steve Pinkerton

Report Date: June 9, 2017 Meeting Date(s): June 7, 2017 – 2 p.m.

Having looked at samples from Washoe County, Tahoe Donner Association, Chicago Park District, and Central Marin Sanitation Agency, there are many ways and purposes that can be fulfilled with a popular report. There is merit to starting at a high level and organizing information to go into deeper detail as a user goes farther into the report.

The Tahoe Donner format to identify the separation of Public and Private Amenities, as well as Administrative Support, is an example of an appealing message and method.

Using the IVGID Quarterly would be a way to connect the popular report in summary form with parcel owners. Broader and lingering access could be accomplished by posting reports to the District website.

Isolating support or ongoing materials needs to be done to separate them from point in time information on the web site.

The Trustees on the Committee have offered a suggested format for the capital improvement project reporting. It emphasizes a line for each project and multiple columns to move through budget to actual, and inform users about the life to date project as well as the annual expenditures and reconcile carryovers. A narrative for highlights, significant variances, or items of special interest is preferable. This emphasis would be on cash flow, not cumulative amounts over the life of a project. Staff initially reports these aspects are already part of their work and the information can be assembled. Staff also reports plans already exist to add a status indictor for each project for any annual report. The report would be done quarterly during the fiscal year, followed up with an annual report based on audited results. Items would be reported consistently with the order of the presentation of the adopted five year capital improvement project summary.

Non-financial metrics that include comparison to peers and industry standards are included or planned for Venue Dashboards.

The Committee is aware of interest in greater access to information on Recreation Privileges and usage. Similar interest exists for solid waste matters. This Committee did not discuss these as they feel those should be considered by the General Manager Committees on those specific topics.

3. **Improve Fixed/Variable Cost Analysis**
   Staff will need to report further based on Board of Trustee direction, to establish terminology for consistency. This will consider Direct and Indirect, versus Fixed and Variable, or to utilize the concept of availability and user costs. Fixed and variable are used for the Utility Rate Study. The last budget process included a presentation using cost to be available then those associated with users.

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General Manager's Committee on Popular Reporting

Members: Trustees Kendra Wong and Matthew Dent; Staff Members Director of Finance Gerry Eick and District General Manager Steve Pinkerton

Report Date: June 9, 2017 Meeting Date(s): June 7, 2017 – 2 p.m.

Utilization of these terms could be consistent in budget presentations, and budget messages, popular reporting and possibly adopted into the IVGID Code. They are used in Nevada Revised Statute, Policies, Practices and Ordinances as well as the Recreation Report.

There is interest in having operating results in a popular report reflect a snapshot of Revenue, Expense (based on the terminology adopted) and a Net Result, by major program or venue. It is acknowledged that current monthly financial statements are presented in form that facilitates management of the venues and is linked more directly to the adopted budget and information used in the annual audit. All reports could originate, as they do now, from the same financial information, but could use different format for different purposes.

Any new format utilizing this concept would be for aggregated information, since the District already allows reporting in substantial detail through the Opengov.com portal on the web site.

Timeline

(Deferred to the discretion of the Board of Trustees as a whole against all Work Plan items)

Potential deliverable(s)

A. General Manager Report of the Status of the Committee, calling for further direction of the Board of Trustees for staff reports on chosen items. Probable staff reports include:

1. IVGID Code in draft form for comprehensive review
2. Proposed Operating Financial Report using Popular Reporting concepts
3. Proposed Capital Improvement Project Report utilizing Popular Reporting concepts and the form identified by Committee members

B. Ongoing reporting through Venue Dashboards for non-financial metrics.

Disclaimer: This is a fact finding committee only. No decisions or recommendations shall be determined by the committee and the outcome is to present all the alternatives to the General Manager.

August 2, 2017 Board Minutes

MINUTES

SPECIAL MEETING OF AUGUST 2, 2017
Incline Village General Improvement District

The special meeting of the Board of Trustees of the Incline Village General Improvement District was called to order by Chairwoman Kendra Wong on Wednesday, August 2, 2017 at 3:00 p.m. at the Chateau located at 955 Fairway Boulevard, Incline Village, Nevada.

A. PLEDGE OF ALLEGIANCE*

The pledge of allegiance was recited.

B. ROLL CALL OF THE IVGID BOARD OF TRUSTEES*

On roll call, present were Trustees Matthew Dent, Peter Morris, Phil Horan, and Kendra Wong. Trustee Tim Callicrate was absent.

Also present were District Staff Members Director of Finance Gerry Eick, Communications Coordinator Misty Moga, Director of Human Resources Dee Carey, Director of Public Works Joe Pomroy, and Parks and Recreation Director Indra Winquest.

Members of the public present were Margaret Martini, Ilojsa Dobler, Cliff Dobler, Steve Dolan, Susan Pennacchio, Mike Pennacchio, Frank Wright, Pete Todoroff, Judith Miller, Linda Newman, Mr. and Mrs. Weisand, and others.

(24 individuals in attendance at the start of the meeting which includes Trustees, Staff and members of the public.)

C. PUBLIC COMMENTS*

Mr. Justice said that he is wondering how many other options/properties have been considered before settling on the Parasol property and if no decision has been made then he is asking why the Board is ruling out other properties. He understands what the General Manager has told him and that there will be other opportunities for the public, as homeowners, to vote on this decision that you will be making and asked or will it be a unilateral decision made by the Board.

Steve Dolan read from a prepared written statement which was submitted and is attached hereto.

Cliff Dobler said that he has a request to be included in the next Board packet – on May 17, he made a public records request and that it was a simple request to the District Clerk and that he has attached a copy of the e-mail. On May 26, he asked again and the District Clerk was out of the office until June 5. On June 9, he asked again, and received nothing. On June 23, he asked for a response and sent that request to the General Manager. On July 5 he asked again and copied the Board seeking help and got no answers. On July 8, via e-mail, he received a response that said follow up was conducted with the General Manager and that they determined that a response was provided. On July 8, he responded that the response must be in writing. As of August 2, which is 93 days later, there has been no response. He has not talked to the General Manager for two years nor no other person and to have the District Clerk carry the water is not right; by this public comment, he expects an answer to his request.

Frank Wright said that irrelevant means doesn't matter and this Board doesn't matter. He predicted that you had no concept about the Open Meeting Law complaints and you validated that when asked how many were there. You asked the District General Counsel, he responded, and let you know how it works. Wow. You are doing nothing to respond yet you have to give your input in the process. If you don't know what was filed against you then you have no understanding about what you are doing wrong. He has another recommendation and that is that every one of you should get an attorney that understands the Open Meeting Law because you have violated State statutes which means you have violated the law because you have moved forward with litigation without doing the approval in the public. The Board has to meet publicly and let the public know how their money is being spent. He has a sneaking suspicion about the litigation against Mr. Lyons and that is that you didn't know about and it is costing a lot of money. The Katz litigation is going forward and it is chilling and anti-slap. This District is trying to pound the snot of a citizen who is asking legitimate questions. You can't clean up the dog crap at Village Green and you don't care so you are totally irrelevant. If you can't clean up the dog stuff how are you going to get out of the mess that the District General Counsel has gotten you in to.

Margaret Martini – read from a submitted statement which is attached hereto.

Linda Newman – read from a submitted statement which is attached hereto.

Judith Miller said that this workshop was quite a revelation to her as she didn't know that the General Manager had committees. She has always encouraged Board committees and not to have hidden meetings. Board committees would have minutes, be noticed, and thus the public would have more confidence in you.

There should be no intention to keep things quiet. The community showed trust and likability so take this to heart and start making some decisions and stand up as people with your own minds and want to listen to the public. The actions of the recent years give the public the impression you don't want to listen. She had no idea about the governance committee about being a city or a town which is not in the purview of the GID to determine as it is not her idea of recreation nor public utility. This needs to be made by a group formed outside the GID. On the core beautification, one needs to form a special assessment committee and then have a fee. It is business owners that typically benefit the most. Washoe County has the responsibility to maintain roads, curbs, and gutters, and this has been turned over for many years to Washoe County. We are under served by Washoe County and people don't realize they are responsible.

Pete Todoroff said that his comment was on the dog park and that he feels that it is not the responsibility of the government to furnish the dog park and that his suggestion is to have Pet Network, who has plenty of money, maybe they could buy a piece of property and leave this piece of property alone without the government having to do it. Next, why are we spending more money on another lawyer's opinion when he knows of only one person who wants this and that is Mr. Brockman so why are we spending more money when we don't want this and haven't from the beginning. On Senior Services money, it doesn't come up to IVGID it goes to Washoe County and then Washoe County decides how to spend it.

Dave Delbridge shared with the Board a snipper from the Tahoe Area newsletter which was about zoning regulations and while he doesn't know about the ruckus that the Tahoe Area Sierra Club was talking about, because there has been very little discussion about this, he does notice that Washoe County is noticeable absent from it. He has learned a couple of things in fifteen years. He started a crusade against vacation rentals as he had one that moved in next to them and his crusade went on for four years with no results. One thing he did learn is that maybe this situation doesn't affect everyone. This is a very large house with virtually no parking and he didn't get a lot of support which he understands now as few were affected by it. The local hotels and agencies want the rentals taxed and ideally vacation rentals would require a license which allows for adequate parking.

D. APPROVAL OF AGENDA *(for possible action)*

Chairwoman Wong asked for any changes to the agenda as submitted; no changes were offered therefore Chairwoman Wong said the agenda was approved as submitted.

E. GENERAL BUSINESS (*for possible action*)

E.1. Board Work Session – The IVGID Board of Trustees shall review, discuss, and possibly take action on the progress to date of their Board Work Plan which shall include review, discuss, and possibly take action on the fact finding cited in the attached reports from the General Manager's Subcommittees on (a) Ordinance 7; (b) Master Plan/Capital Plan; (c) Communication; and (d) Financial Reporting aka Popular Reporting

Chairwoman Wong said that she would like to take the subcommittees in order, have the Trustees on the subcommittees report back, and then the Board can make decisions and direct Staff.

Ordinance 7 – Trustees Callicrate and Horan. Trustee Horan gave an overview report. Chairwoman Wong summarized that the subcommittee did fact finding on beach specific issues related to Ordinance 7, usage of punch cards and passes in 2017, and discussed separating our beach access into a separate ordinance. The Board then had a broad discussion with the following guidance, to Staff, being given:

1. Research the implications of splitting Ordinance 7 into two parts – recreation and beaches.
2. Research having a public input process that is clear, concise, well defined, and specific.
3. Do fact finding on specific alternatives and bring those back to the Board with a wide range of options.
4. Do fact finding on a way to provide crystal clear communication about Ordinance 7, who is getting in, etc. and better clarify who is able to get beach access and what that looks like and where are the outliers.
5. Ensure that data published is done with some degree of confidence.
6. Do fact finding on specific alternatives for utilization on access and it should involve punch cards, value of punch cards, numbers that can be recommended, etc.

Master Plan/Capital Plan – Trustees Callicrate and Morris. Trustee Morris gave an overview report and made a statement/response on how these

subcommittees came about and that this allows the Board to work simultaneously on all of these items.

The Board then had a broad discussion with the following guidance, to Staff, being given:

1. Don't want us getting involved with the pedestrian paths and want to make sure that Washoe County understands the implications as the lead agency however pathways could potentially be in the wheelhouse of a Parks and Recreation District, as a part of their Master Plan, as it would be about connections to our amenities while Washoe County is working in the right of way – need to research the overlaps and/or what we could potentially do.
2. Need to fact find on having Washoe County delegating funds for street scape improvements with revenue sources being other than IVGID and any other possibilities and/or opportunities.
3. Focus on our master plan, policies, and funding policies and look at partnering with Washoe County being secondary to our own processes.
4. Washoe County was the lead agency on the Mill Creek area disaster thus it might have been good to have IVGID involved so fact find on what has Washoe County done for us and have those conversations.

Trustee Morris said that he appreciates the observations and suggestions and that these items are a bigger deal than what the subcommittee set out to do so he will take it back to them for discussion.

Communication – Trustees Horan and Wong. Chairwoman Wong gave an overview report.

The Board then had a broad discussion with the following guidance, to Staff, being given:

1. Consider having a frequently asked question section as part of our website and fact find on what other agencies do on their websites.
2. Fact find on what other agencies do regarding correspondence received from members of their community; how they handle, how it is responded to; etc.
3. Fact find on does the public know the best way to communicate with us.

Trustee Dent departed the meeting at 4:15 p.m.

Financial Report aka Popular Reporting – Trustees Dent and Wong. Chairwoman Wong gave an overview report.

The Board then had a broad discussion with the following guidance, to Staff, being given:

1. Bring examples of the reports to the Board, get feedback, go back, revise and repeat the cycle until the Board agrees on a specific format/report.

F. PUBLIC COMMENTS* - Conducted in accordance with Nevada Revised Statutes Chapter 241.020 and limited to a maximum of three (3) minutes in duration; see Public Comment Advisory Statement above.

None at this time.

G. ADJOURNMENT *(for possible action)*

The meeting was adjourned at 4:30 p.m.

Respectfully submitted,

Susan A. Herron
District Clerk

Attachments*:
**In accordance with NRS 241.035.1(d), the following attachments are included but have neither been fact checked or verified by the District and are solely the thoughts, opinions, statements, etc. of the author as identified below.*

Submitted by Steve Dolan (1 page): IVGID: Information and questions for the record regarding TRPA laws; Washoe County Health Department, and State laws regarding "Waters of the State"

Submitted by Clifford F. Dobler (6 pages): Failure to answer a public records request

Submitted by Margaret Martini (1 page): 8-2-2017, Please add to the minutes 8-2-2017 Meeting

Submitted by Linda Newman (2 pages): Public Comments at IVGID 8-2-2017 BOT Meeting

Submitted by Judith Miller (2 pages): Incline Village/Crystal Bay News*, Volume 1, Issue 1 Sunday, July 30, 2017

Please enter these statements and questions into the record.
Steve Dolan August 2, 2017
IVGID : Information and questions for the record regarding TRPA laws; Washoe County Health Department, and State laws regarding "Waters of the State"

1. Since learning about dog feces carrying E.coli, Giardia, and Cryptosporidum have you done anything to lessen the interface between Incline residents and these pathogens at Village Green Multi-Use Temporary Dog Park?

2. Since learning about these pathogens and the recommendation by the Tahoe Resource Conservation District have you ordered Mr. Johnson (who claims the waters are tested) to test the waters after significant summer rains and during fall and spring runoff at both the streams **and** Incline Swimming beach for the microbes E.coli, Giardia, and Cryptosporidum?

3. Since learning about these pathogens have you done anything to inform the public of the potential for Vector-Born disease at the multi-use Temporary Dog park and or the Incline Beach and Ski Beach?

4. Are you aware that Washoe County Epidemiology department (section 010.324) concerned with Vector-Born Diseases considers Dog Waste a pathogen with the potential of causing:
5. Incapacitating illness
6. Hazard to human health
7. Categorizes it as **Hazardous Waste**

8. I informed you about the 1992 TRPA law that state, like WCH Department (section 010.324) and the State of Nevada, and define dogs as Domestic Animals and thus their waste is not allowed in SEZ or any place that runs off into State Waters including Streams and Lakes. (Section 010.788)

9. That merely the Odor from VG is cause for action: "mitigating the odor must be done a minimal of every 7 days and may be deemed necessary more often."

10. (040.023) Drainage from VG, which enters into low-flow channels and reach **Waters of the State.** This is illegal.

11. Village Green violates Washoe County Health Department "Standards regarding Vector-Born disease prevention": Village Green does not drain into storm drains. (In the past I have provided photos proving this) Village Green contains SEZ that are drainage and Dog Waste receptors as defined by IVGID as a 17-year Temporary Dog Park.

August 2, 2017 - Comments at Board of Trustee Meeting.

To: IVGID Board of Trustees

From: Clifford F. Dobler

Re: Failure to answer a public records request

To be included in next board packet

1)On May 11, 2017, I made a public Records request via Email to Susan Herron asking a simple question for information regarding what budget compliance was considered in writing a paragraph regarding Capital Improvement Projects for the year ending June 30, 2016. I attached a copy of the paragraph to the Email

2)On May 26, 2017 via Email , I asked again since I had not received a response to my request.

3) On the same day Susan Herron via Email indicated she was out of the office until June 5, 2017

4) On June 9, 2017 via Email I asked again for a response to my request

5) On June 23, 2017 via a telephone call with Susan Herron I again asked for a response to my request. She said she had sent the request to Steve Pinkerton

6) On July 5,2017 via Email I asked again for a response to my requeswt and copied the Board seeking some help in obtaining a response

7) On July 8, 2017 via Email, I received a response from Susan Herron that she followed up with GM Pinkerton and "he has determined that he and others have already responded to your request for information."

8) On July 8, 2017 via Email to Susan Herron, I stated my request had still had not been responded to and any request I make must be answered in writing and I would not accept a verbal response.

Here we are on August 2, 2017 93 days later without a response

What is truly disturbing is I have not talked with Mr. Pinkerton for almost two years and no other person has talked to me about this subject. Having Susan carry water for him is quite bad.

UTTER NONSENCE - 6 requests and no answer. By this public comment I expect an answer to my May 11, 2017 request.

Attachments 4 pages of E mails

From: cfdobler <cfdobler@aol.com>
To: sah <sah@ivgid.org>
Sent: Thu, May 11, 2017 2:06 pm
Subject: Request for information

The report entitled Capital Improvement Expenditures for fiscal year ended June 30, 2016 under the heading Going Forward on page 7 has in the second paragraph with references to to compliance. However, it provides no information on compliance with WHAT. For example it might be compliance with a Nevada Revised Statute, an accounting pronouncement from the Government Accounting Standards Board or even the IVGID board policies. In order to understand the paragraph it
is necessary to know what IVGID is complying with in order to understand the mythology of what is being communicated in the paragraph.
Maybe Gerry Eick will know or who ever may have written it.
I attach a copy of the 7th page. The report was only numbered on the first two pages.
Thanks in advance.

From: cfdobler <cfdobler@aol.com>
To: sah <sah@ivgid.org>
Bcc: linda <linda@marknewman.net>
Subject: Fwd: Request for information
Date: Fri, May 26, 2017 5:12 am

Attachments: Attachment fo S Herron e mial dated 5-11-2017 re compliance.pdf (315K)

Dear Susan
Today is the 26th of May. As seen below I sent a request for information on May 11th and have not received either an
acknowledgement that you received the request or a response for the information I requested. It has been over two weeks.
Could you please provide the information requested and when I might receive it.
Thanks
Clifford F. Dobler

From: Herron, Susan <Susan_Herron@ivgid.org> To: cfdobler <cfdobler@aol.com>
Sent: Fri, May 26, 2017 5:12 am Subject: Automatic reply: Request for information

Thank you for your e-mail. I am out of the office until mid-day Monday, June 5, 2017. If this is a public records request, I will look into it upon my return. If this is an emergency, please call 775-832-1100. Thanks, Susan

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Incline Village General Improvement District
Management Discussion and Analysis
Capital Improvement Projects Expenditures
For the Year ending June 30, 2016

Going Forward

District staff continues to look at our processes and methods for reporting. We will work on ways to introduce the effects of early opening projects to minimize the appearance of variances that are strictly timing differences. We are working even harder to eliminate early opening projects. Staff is also looking at ways we can be more effective in the process of estimating carryovers and evaluate the real possibility of completions in the period between budget proposal and adoption and the fiscal year end. We will also look at ways to identify multi-year projects, that by their nature cross fiscal years, and inherently cause a carryover.

The District's budget compliance is based on total expended in a fiscal year. Therefore, we will budget to err on the side of enough resources to cover all possible expenditures. Early opening projects can jeopardize compliance. Generally completing projects ahead of a carryover will not be a problem, but still must be monitored. What is important is that the budget distinguish between new project funding and when previously accumulated resources are being transferred to cover carryover projects. Beginning with the 2016-2017 budget, the transfers reported in State Form 4404LGF have distinguished between those Community Services and Beach projects sourced from the current fees from those that are from carryovers. This has been done to present what are new resources, and which are previously funded. Most planning situations are simply dealing with timing issues.

Communicating the capital project expenditures is an important part of demonstrating the District use of public resources. However, the volume and complexity of project types makes a single report format difficult. Staff has added this analysis to further explain some of the situations. Further questions can be addressed to the District's Public Information Officer.

→ SUSAN

SAHEDIVUTD 026

From: Herron, Susan <Susan_Herron@ivgid.org> To: 'cfdobler@aol.com' <cfdobler@aol.com> Cc: Horan, Phil <Horan_Trustee@ivgid.org>; Matthew Dent <dent_trustee@ivgid.org>; Kendra Wong <Kwong.ivgid@gmail.com>; Peter Morris <Peter_Morris@ivgid.org>; Tim Callicrate <tim_callicrate2@ivgid.org>
Sent: Sat, Jul 8, 2017 7:56 am Subject: RE: Automatic reply: Request for information

Cliff,
I did follow up with General Manager Pinkerton and he has determined that he and others have already responded to your request for information. If you wish to speak directly with the General Manager his telephone number is 832-1206.
Have a great Saturday!
Susan

Susan A. Herron, CMC
Executive Assistant/District Clerk/Public Records Officer
Incline Village General Improvement District
893 Southwood Boulevard, Incline Village, NV 89451
P: 775-832-1207
F: 775-832-1122
M: 775-846-6158
sah@ivgid.org
http://ivgid.org

Re: Automatic reply: Request for information
July 8, 2017
cfdobler to **Susan_Herron** ÷ 5 moreshow details
My request has not been responded to. Any request I make must be answered in writing and I will not accept any verbal response so talking with him has is not a legitimate response to my request.. Whether Mr. Pinkerton "determined that he and other have already responded to my request for information" then have him produce it.
Enough with the runaround
Thanks
Cliff

8-2-2017

Good Afternoon,

I would like to address the new slate of closed door General Manager Committee meetings that have become the IVGID process for making important policy decisions.

Specifically, I would like to question why the General Manager Chairs these committees rather than individual Trustees. Secondly, I would like to know why qualified community members are not invited to join these Committees. Many residents here bring a wealth of knowledge and expertise that would greatly benefit our Board, General Manager, IVGID Staff, and even legal Counsel in conducting informed discussions on important matters affecting every member of our community. Thirdly, I would like to know why these Committee Meetings are not noticed and open to the public. Clearly, Staff and Trustee discussions on Ordinance 7, Master Planning, Communication and Financial Reporting are of vital interest to the community. Noticing these meetings and encouraging active public participation would greatly enhance our Board's ability to understand our Community's objectives and concerns. These objectives and concerns are vital for each Trustee to consider in order to reach informed decisions on government actions and policies. These are timely questions that require thoughtful answers as there is a great deal at stake.

Having said that, I would like to point out that these closed door meetings send the message that the General Manager rather that the Board are in charge, that Trustees are uncomfortable discussing important issues with Staff publicly and that the Public is unwelcome –not as participants or observers. These messages splinter the District's partnership with its Citizens and express the opposite of its stated goals of increasing government accountability, transparency and accurate and timely communication.

If this doesn't move you to make some changes, consider the historical track record of the really inaccurate and bad decisions that have resulted from these GM Committees and their failure to utilize our vast community resources and experts to draw on for qualified opinions.

The most recent example is the GM's TRASH COMMITTEE. The recommendations of this Committee which Trustee Horan as a member, approved and promoted, has resulted in a huge debacle. Community backlash and anger is rampant along with new health and safety concerns from the District's changes in the Trash Ordinance and the spectacular failure of the New Franchise Agreement. There were 11 years of input at meetings from community members and obviously most of those years of input was not addressed. Had the Board opened these meetings to community view and public participation throughout the process –the outcome COULD HAVE BEEN A SUCCESS INSTEAD OF A DISMAL FAILURE!

The Bottom line is simple: EXCLUDING THE COMMUNITY FROM PARTICIPATING IN ITS GOVERNANCE IS JUST THE OPPOSITE OF GOOD GOVERNANCE AND THE FOUNDATION OF ACCOUNTABILITY AND TRANSPARENCY IT MUST STAND UPON. AVOIDING AN OPEN AND HONEST DIALOGUE WITH THE CITIZENS YOU ARE ELECTED OR HIRED TO SERVE JUST DOESN'T WORK. THE OUTCOME OF THE DECISIONS MADE AFTER REPORTS FROM THESE SECRETIVE COMMITTEES ARE THE PROOF.

Margaret Martini
Incline Village

please add to minutes 8-2-2017 meeting

Public Comment at IVGID 8-2-17 BOT Meeting
By: Linda Newman – To be included with the Minutes of the Meeting

Our District is indeed a Special District. It places a premium on secrecy to the detriment of the Public's Right to Know. Rather than embracing open and honest discussions in public meetings most of the deliberations are taken behind closed doors. In some, but not all cases, Actions are taken publicly. In others, like matters of litigation and the budgeting for these legal matters which involve the considerable expenditure of public funds –these always occur in closed sessions with District's Legal Counsel and are never fully disclosed to the public. This not only violates State law, it betrays the public trust.

The institution of General Manager Committees which excludes public participation and observation is a continuance of this trend. Policies that address matters of great public importance should not be developed without public participation and consent. Yet, that is exactly what these Committees are designed to do. That is unacceptable.

We have recently learned that the District has received approximately one Open Meeting Law Violation Complaint a month since February. And not only, wasn't the public made aware of these allegations, but District Counsel also left Trustees in the dark. So, when exactly, did District Counsel receive the authority to determine what Trustees should or shouldn't be told and when, if ever, they should be told anything.

The District's policy on providing Public Records –or Not providing Public Records –continues the District's opposition to full and complete disclosure. Records that are considered to be Public Records by the State, County and other Special Districts are not considered "Public Records" by our District and as a consequence they are withheld. This clearly is not in the public's best interest. Another disturbing trend is Legal Counsel's involvement in determining what is or isn't made available to the public. And RKG's reach even extends to what is considered "correspondence" received by the District and whether it will be included in the Board packet.

The District's financial accounting and reporting is my gravest concern. Rather than providing accountability and transparency, it is an elaborate exercise in obfuscation of the District's actual revenues and expenditures. Although there may be a narrative on the District's policies and practices and compliance with Nevada Law –a close reading always reveals that the District neither follows its own

policies and practices nor does it comply with the letter of the law. This exceeds concealment and deception and in my view flirts with fraud.

I am asking you, Our Elected Officials, to take corrective action now to remedy all violations of the law and demonstrate that accountability, responsibility and transparency are not devoid of meaning And in so doing, restore the integrity of our governance and earn the Public Trust.

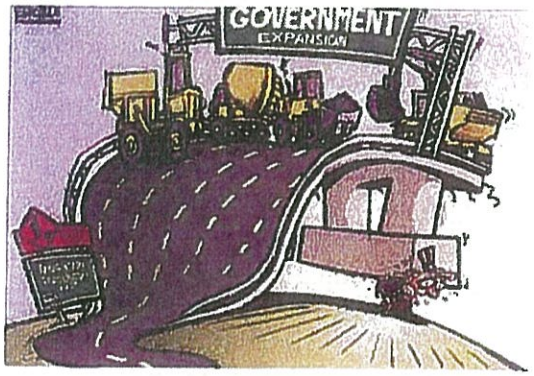
Submitted Judith Miller

Incline Village/Crystal Bay News*

Volume 1 issue 1 Sunday, July 30, 2017

BIGGER LOCAL GOVERNMENT?

IVGID PROPOSES STUDY OF CITY/TOWN FORMATION



Just when you think you have heard it all regarding IVGID's penchant for expansion of government, look at the latest IVGID Board Packet for its "Board workshop" on August 2. The Board will entertain giving the go-ahead for GM Pinkerton to form a "Governance Committee", one of his advisory committees, consisting of staff and 2 Board members, to study whether we should become a city or a town. Is that within IVGID'S purview? Why should IVGID staff take time away from their real responsibilities of public recreation and certain utilities? If the citizens of this community want to form a city or town, they don't need IVGID's "guidance". No wonder staff doesn't have time to make any progress on issues identified years ago like the beach overcrowding and Ordinance 7. No wonder they don't address urgent problems like the failing culvert at Diamond Peak in a timely manner.

And if that's not enough, on page 8 there is a proposal for IVGID to head up a commercial core beautification project involving placing utilities underground, funding lighting, and landscaping under the guise of providing a multi-use path. This is really a stretch of the "recreation" power granted in NRS Chapter 318 - as if the already identified over $25 million of projects in the 5 year CIP aren't enough that will depend on the Rec/Beach Fee for support. This report suggests IVGID (the Rec fee) will pay for matching funds (with some form of grant). Washoe County, Nevada DOT and/or the benefitting commercial properties, not IVGID, should fund these types of improvements.

Pg. 2 IVGID/PARASOL FAQ's and Update from Washoe County on "moats" created by Water Quality Improvement projects. IVGID is expected to report on the IVGID/Parasol Deal at its August 17 Board meeting.

Many residents/owners don't realize that a GID only has those powers expressly granted by the County. For IVGID, they include recreation and some, not all, utilities. Most other local government functions are the responsibility of Washoe County. It has long been a complaint that the residents of this community are "under-served" by the County. It appears that some attention is finally being given, but far less than what is warranted.

What can citizens do?

Get involved in local government. Come to the IVGID Board Meetings. The next one is scheduled for August 17. Prepare a comment not to exceed 3 minutes. If you cannot attend send email to each Board member. Attend the Washoe County Board of County Commissioners meetings (see schedule on washoecounty.us) or send your comments.

Why we need this "paper".

Over the past few years the Tahoe Bonanza has succumbed to the pressures of having to compete with social media. To pay the bills it has had to reduce reporting of local news and cater more to its advertisers. The Incline Village/Crystal Bay News is an effort to fill that void.

If you haven't discovered "Our Village Voice" on facebook, join this polite, but honest, conversation about local topics.

*News you likely won't find in the local paper or local government websites/social media

IVGID/PARASOL DEAL

Paying Parasol millions for use of a 31,500-square-foot building is about as ridiculous as buying an outfit that's a couple of sizes too big and hoping that you'll grow into it.

Here are some FAQ's you won't find on IVGID's website:

Who really owns the Parasol building? The County lists Incline Village General Improvement District as the owner, and at the Feb. 22, 2011 hearing before the Washoe County Board of Equalization, Parasol admitted IVGID owned the building.

How much office space will be available for IVGID's use? The initial proposal only gives IVGID limited use of the building. Parasol and nonprofits will have exclusive use of 3,900 square feet of office space for the next six years. Parasol will only pay $1 a year for 1,700 square feet including utilities and the nonprofits will occupy the other 2,200 square feet at well below market rents. After that, Parasol will retain use of 1,700 square feet for 14 more years for $1 a year, in addition to part time use of shared restrooms, large kitchen, and various meeting rooms. But the building was designed with roughly 7900 square feet of office space for the nonprofits so for the first 6 years that leaves just 5700 square feet for IVGID unless changes are made. A local architect has commented that moving walls will likely require expensive structural modifications, making this proposal even more costly.

Why hasn't IVGID notified Parasol that it is in breach of its lease? Parasol has already breached the lease agreement because it has drastically reduced the number of nonprofits housed as well as the square footage provided to them. Under the current lease this is one of the grounds that, if not remedied by Parasol, can result in a takeover of the facility by IVGID.

In recent years, several long-term tenants were told to leave. Trustee Tim Callicrate commented that there is currently a waiting list of nonprofits who would gladly fill the space.

Why isn't a new office building on the district's 5 year capital improvement plan? Although a replacement was investigated a few years ago, this project was not on the list presented to and voted upon by IVGID boards as a priority.

How can the District ignore the land use restrictions? The land-use restrictions preclude IVGID from using the building for anything other than recreation and park related purposes. IVGID's administration serves the water, sewer and trash functions, not just recreational needs.

Washoe County Incline Village Crystal Bay Citizens Advisory Board July 24, 2017 meeting highlights.

The most notable discussion involved the problems created by the water quality improvement projects in the area around Incline Village Middle School and several other neighborhoods. One resident used the term "moat" to describe the deep ditches designed to direct storm water into filtering basins and prevent harmful sediment from reaching the lake. County engineer Kris Klein said staff was working on plans to address the new hazards to both pedestrians and drivers created by the ditches along many central Incline Village streets. With school about to start, this is a critical issue.

County Planner, Eva Krause reported that the Tahoe Area Plan Update is on schedule for a fall introduction of the draft plan.

IVGID/PARASOL DEAL CONTINUED

How can maintenance of a 15 year old 31,500 square foot building be about the same as maintaining the 12,500 square foot admin building? Even if Parasol gives IVGID the building for free, the maintenance and alteration costs combined with land use restrictions and Parasol's 30 years of free rent and utilities make this a bad deal for IVGID.

Is Parasol in violation of the deed restrictions? The document amending the land use restrictions to allow the Parasol non-profit center was signed by a person who represented that he was president of Gardena Service Company, Boise Cascade's successor. But according to the California Secretary of State, Gardena was dissolved years earlier. This means the land use restriction amendment is void.

If IVGID really needs more facilities, it should buy/build something "tailored" for its needs, not a hand-me-down requiring extensive and expensive alterations.

*News you likely won't find in the local paper or local government websites/social media