

NOTICE OF MEETING

The special meeting of the Incline Village General Improvement District will be held starting at 2:00 p.m. and ending at 4:00 p.m. on Thursday, September 3, 2015 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 – 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. 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)
- E. GENERAL BUSINESS (for possible action)
 - 1. Discussion of vacancy on the Board of Trustees, due to resignation of Trustee. Receive report from the General Manager, Staff and Legal Counsel regarding the process for filing vacancy. Discuss and agree upon framework and questions to be asked during the appointment process. Address any other concerns, questions, comments or ideas regarding this matter.

Incline Village General Improvement District

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

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

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NOTICE OF MEETING

Agenda for the Board Meeting of September 3, 2015 - Page 2

2. 2015/2016 Board Retreat (*Please note that the items included in this section will have a single public comment period*)
 - a. Board Self-Evaluation Tool as submitted by individual Board members; a review and discussion (Requesting Trustee: Chairwoman Kendra Wong)
 - b. Draft District Strategic Plan; review and discussion (Requesting Staff Member: General Manager Steve Pinkerton)
 - c. Discussion regarding the 2016/2017 Operating Budget (Requesting Staff Member: Director of Finance, Accounting, Information Technology and Risk Management Gerry Eick)
- 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, August 28, 2015 at 9:00 a.m., a copy of this agenda (IVGID Board of Trustees Session of September 3, 2015) 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 six 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

/s/ Susan A. Herron, CMC

Susan A. Herron, CMC

Clerk to the Board of Trustees (e-mail: sah@ivgid.org/phone # 775-832-1207)

Board of Trustees: Kendra Wong, Chairwoman, Tim Callicrate, Jim Hammerel, Bill Devine, and Jim Smith (resigned)

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.

Proposed Schedule of Events for filling the current vacancy on the Board of Trustees

Nevada Revised Statutes 318.090. Paragraph 5 states:

NRS 318.090 Office or principal place of business; records; meetings; quorum; vacancies; terms. Except as otherwise provided in [NRS 318.0953](#) and [318.09533](#):

5. A vacancy on the board must be filled by a qualified elector of the district chosen by the remaining members of the board, the appointee to act until a successor in office qualifies as provided in [NRS 318.080](#) on or after the first Monday in January next following the next biennial election, held in accordance with [NRS 318.083](#) or [318.095](#), at which election the vacancy must be filled by election if the term of office extends beyond that first Monday in January. Nominations of qualified electors of the district as candidates to fill unexpired terms of 2 years may be made the same as nominations for regular terms of 4 years, as provided in [NRS 318.083](#) and [318.095](#). If the board fails, neglects or refuses to fill any vacancy within 30 days after the vacancy occurs, the board of county commissioners shall fill that vacancy.

The District is assuming that the thirty (30) days are calendar days and the day count starts August 27, 2015 and completes on September 26, 2015. With that being said here is the proposed schedule which will be discussed on September 3, 2015 at the Board Retreat:

- August 27, 2015..... Resignation of Trustee Jim Smith received.
- September 3, 2015 Display ad placed in the *North Lake Tahoe Bonanza* newspaper stating that a vacancy has occurred and requesting that interested candidates submit a letter of interest and resume to the District Clerk no later than September 10, 2015. This same information will be posted on the District's website and included in the packet of September 3, 2015.
- September 10, 2015..... All submittals are due.
- September 11, 2015..... Submittals are compiled, copied and distributed to the Board of Trustees and public in anticipation of a Special Meeting. An agenda of the Special Meeting will also be included as will support documents.
- September 16, 2015..... Special meeting held to conduct interviews and make
5:30 p.m. appointment to fulfill the vacancy. A new Trustee is sworn in.

Please note that at the September 3, 2015 Board meeting, the Board of Trustees will set the date of its Special Meeting to conduct the interviews and make the appointment.

The above schedule is aggressive but there is a fixed deadline that the IVGID Board of Trustees must meet.

Elected Official and Governing Board Self-Evaluation Tool
Incline Village General Improvement District
Board of Trustees Meeting of September 3, 2015

A. Establish and Promulgate Organizational Vision and Values

CALLICRATE	DEVINE	HAMMEREL	WONG
Meets Expectations	In Progress	Meets Expectations	In Progress

EVIDENCE

Callicrate

The establishment of our Strategic Plan, beginning with the Coral Bridge document in February, has given us the ability to monitor our effectiveness in achieving established goals and objectives.

Devine

We are still in the process of formalizing our Strategic Plan though I do feel we are progressing well – including a plan of scheduled review/revision. Still continue to be frustrated that Board does not consistently honor prioritizing Board over individual.

Hammerel

After several working sessions and strategic planning meetings, the board recently voted to approve a newly revised mission and vision statement. I feel the board took a careful look at what our existing organizational mission and vision statements were to determine if those values aligned with our current needs and direction. Despite being fatiguing, the board worked through and resolved differences in opinion and landed on something I feel will last for the next 5-10 years.

Wong

At the beginning of 2015, the Board, General Manager, and Senior Staff started a significant Strategic Planning session. The Board was not immediately forthcoming with decisions that Staff needed to move forward with the budgeting process. Despite this, Staff was successful at implementing many ideas in the 2015-2016 budget cycle. However, more discussion needs to take place with the Board, staff, and community. The Board has tasked Staff with developing a plan to review the strategic plan on an annual basis in conjunction with the budgeting cycle. Staff has also developed a plan for the upcoming year to address the remaining items in the Strategic Plan, including long-range principles and goals.

Elected Official and Governing Board Self-Evaluation Tool
Incline Village General Improvement District
Board of Trustees Meeting of September 3, 2015

B. Develop and Promulgate Relevant Governing Policies

CALLICRATE	DEVINE	HAMMEREL	WONG
In Progress	In Progress	In Progress	In Progress

EVIDENCE

Callicrate

While the Board has been diligently working towards reestablishing clear, concise policies there is a discrepancy among some members as to the level of authority the Board should allow the General Manager's position to exercise. The Board has been erratic in adherence to its own policies. There seems to be some confusion as to the level of financial oversight the Board needs and is expected to use in reigning in expenses.

Devine

Again – making progress – but what I perceive to be possibly impatience and/or differing opinions on Board role(s) has kept us back and at times made us appear to not be on the same page i.e. beach improvements, aesthetic and cost – shuttle, magazine, “smoothing”.

Hammerel

Although recently, I feel like the board has made strides in this area, we still have a ways to go so I've rated this section an In Progress. Some board and organizational policies as they pertain to human resources, long range principles, and board conduct are either still unknown to, or ignored by board members. Our board policy states the chairman/chairwoman is the spokesperson for the board as it pertains to the media. This policy was ignored.

Wong

The Board reviews policies and procedures as necessary. We should formalize a timeframe to evaluate policies and procedures over a four-year cycle. I believe that the Board needs to provide additional support to the General Manager to enable him to stand up to combative community members. For the most part, the Board tries to focus on setting policy; however, some items that Board members put on the agenda are not fully developed.

Elected Official and Governing Board Self-Evaluation Tool
Incline Village General Improvement District
Board of Trustees Meeting of September 3, 2015

C. Monitor Expected Organizational Outcomes

CALLICRATE	DEVINE	HAMMEREL	WONG
Meets Expectations	In Progress	In Progress	In Progress

EVIDENCE

Callicrate

I feel the Board does a fairly good job at monitoring and measuring its achieved goals and objectives through our GM updates at Board meetings and through our intensive Board workshops.

Devine

Unfortunately, I find myself repeating already stated issues (my opinion only) – a lack of clearly defining and agreeing on what direction we have given to GM/Staff. Clearly, we Board members have experienced several examples where the “delivered” product met some of our expectations – but not others i.e. beach.

Hammerel

Not all board members are meeting/communicating regularly with our General Manager. Other than our financial budget, we've failed to establish a system of staff accountability through benchmarking and measuring quantitative data. Instead, our board tends to make decisions with 'gut' rather than facts and numbers. We've failed to establish a list of tasks and priorities for staff to focus on.

Wong

The General Manager was hired in April 2014. Therefore, the budget priorities for 2014-2015 were set by the Interim General Manager and staff. At the beginning of this year, the Board asked the General Manager to evaluate his first year on the job and set the priorities and goals for 2015-2016 in connection with the strategic planning sessions. Next year will be the first opportunity for the Board to evaluate the General Manager based on goals agreed upon in the Strategic Planning sessions and his goals. With the General Manager’s guidance, the District’s venues are developing performance metrics in addition to financial metrics.

Elected Official and Governing Board Self-Evaluation Tool
 Incline Village General Improvement District
 Board of Trustees Meeting of September 3, 2015

D. Responsible Management of Resources

CALLICRATE	DEVINE	HAMMEREL	WONG
In Progress	In Progress	Meets Expectations	In Progress

EVIDENCE

Callicrate

The Board is again split as to the level of financial transparency and accountability it expects from the GM and Director of Finance. We seem to be unable to communicate the exact and necessary changes in managerial oversight deemed appropriate to ensure all financial data is clear, concise and easy to understand for the average citizen stakeholder. There are still issues with Capital Improvement budgetary reserves and Debt Management to name but two examples. More emphasis is needed to reestablish credibility within our community.

Devine

In the process of changing how we report financials. Fine tuning the process – it is new and is, and should be, still under review.

Hammerel

Although we still have room for improvement in terms of prioritizing and aligning our core objectives to elements included in our annual budget, the board does scrutinize every major expenditure to ensure it meets our residents' expectations, needs, and desires. Hiring a communications manager, and community services director I feel are steps in the right direction. Those positions were scrutinized and ultimately approved which will help improve two core areas the board seeks improvement--improved communication and transparency with our residents, and a concerted effort to providing better customer service and strategic planning at our community service venues.

Wong

The District has been improving financial transparency with the community. In recent months, we have begun releasing the weekly payment of bills and launched the OpenGov tool. As part of the Strategic Planning process, we need to have a discussion about the recreation fee. Board members indicated a desire to reduce the recreation fee late in the strategic planning and budgeting processes. In order to have a productive conversation, we need to bring ideas early in the process to allow Staff to financially model the results of proposed changes.

Elected Official and Governing Board Self-Evaluation Tool
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E. Community Engagement and Communication

CALLICRATE	DEVINE	HAMMEREL	WONG
In Progress/Meets Expectations	In Progress	Meets Expectations	In Progress

EVIDENCE

Callicrate

The dual rating speaks to a complete overhaul of our District's Communications operations and protocols or lack thereof. As the necessary changes come to fruition, I do discern an overall improvement in Board direction to the GM and the Board's effectiveness in Community outreach.

Devine

Again – in progress. New Staff positions created and being created – this is an excellent opportunity to truly improve.

Hammerel

We still have residents and stakeholders who don't trust the board and assume we're dysfunctional at every step. We cannot effectively drive positive change and communicate that change with those stakeholders. We're still not inspiring and creating confidence and trust in our stakeholders.

Wong

Our recent campaign to enroll people in FlashVote has been well received. We still need to identify additional and varied communication methods to reach our multiple stakeholders. I truly believe that all Board members believe they are serving for the good of our community. However, we each take a different approach as to what that is. I am still concerned that there are stakeholders that we are not reaching and hearing from.

Elected Official and Governing Board Self-Evaluation Tool
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F. Board Operations

CALLICRATE	DEVINE	HAMMEREL	WONG
Meets Expectations	In Progress	In Progress	In Progress

EVIDENCE

Callicrate

I do feel that our diverse Board is making headway toward greater effectiveness in accomplishing its general goals. Our overall demeanor as a Board has improved dramatically since convening in January and I sense a greater willingness to work together as a single entity. There still is a need to establish a higher ethical standard regarding financial practices.

Devine

Really feel like this has been a challenge. I think it is very important to respect that we will differ on things – but I don't always see that actions, our individual actions, align with the Board.

Hammerel

As a board we have yet to 'gel'. Board relations with certain members are strained and the lack of trust is apparent both internally and externally. Time together is seldomly efficient and outcomes from our engagements rarely benefit the board or staff.

Wong

If I could rate this area lower than 'In Progress' I would. Based on questions that some Board members ask, it is clear that we all do not pay attention during trainings and meetings. Questions asked were clearly and satisfactorily covered in prior trainings and meetings, yet some members still ask questions about these topics. I have also been in public meetings where confidential information was publicly disclosed by my peers. At this point, I am concerned about our ability to work together and with Staff and Legal Counsel.

Elected Official and Governing Board Self-Evaluation Tool
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Board of Trustees Meeting of September 3, 2015

G. Building and Sustaining an Effective Relationship with the General Manager

CALLICRATE	DEVINE	HAMMEREL	WONG
In Progress/Meets Expectations	In Progress	In Progress	In Progress

EVIDENCE

Callicrate

Again, as this is a split Board, there is a greater need for trust among one another as well as the GM. There are still some credibility and integrity issues lingering from past activities. Hopefully, these past differences can be overcome and a new, fresh start can emerge.

Devine

Clearly, this is a challenge – would like to see us address this as a Board – but so far there have been several instances where individual Trustees have voiced their frustration as an individual as opposed to an agenda item – my view. Newspaper release, emails and attorney/client violations.

Hammerel

Relationships between board members and our general manager are strained. One board member unilaterally chose to publicly admonish our general manager which not only jeopardizes his ability to effectively lead his team and acclimate to his new position/role/home, but also eliminates any possible trust or board cohesiveness, and taxes the open dialogue and trust all board members should have with our sole employee.

Wong

Based on recent public articles, it is clear that some members of the Board do not have a good working relationship with the General Manager. Furthermore, we all need to go back to the training we received in January and understand the division of responsibility between the Board and Staff.



Strategic Plan

2015 - 2017



yourtahoeplace.com

Board of Trustees and Senior Management Team

INSERT PHOTOS WITH CAPTIONS

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.

The benefits of strategic planning include:

- 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 2015-2016

- 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.
- 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

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

- Identify appropriate performance measurement that goes beyond dollars and units of service, to demonstrate quality as well as quantity.
- Utilize the new financial reporting structure to build understanding of the different aspects between operations, capital improvement and debt service.
- With allocated resources, equate service expectations and the capability to deliver .
- 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

- Maintain the allocation of Facility Fee components for operations, debt service and capital expenditure to provide resources for each important aspect of District activities.
- 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.
- Comply with Nevada Revised Statutes and Administrative Code requirement for the budget process and document content.
- 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

- Implement a rotating schedule for evaluating each position to ensure District is competitive with its total compensation and benchmarks.
- Create a plan for cross training at all venues for Management level succession planning.
- Identify potential changes of status and retention for year round Diamond Peak Summer Operations.

Budgeted Initiatives for 2015-2016

- Constantly review the fundamentals of seasonal positions, including length of service, rates of pay and eligible benefits.
- Evaluated job descriptions and related effects anytime we have turnover in a full time positions.
- Consider the affects of the Affordable Health Care Act and how its requirements can be managed to the best use of public funds.
- 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

- Establish metrics through key performance indicators for each venue.
- Establish specific performance indicators to evaluate customer loyalty/satisfaction.
- Align performance metrics through industry benchmarking.
- Analyze the net effect of established service levels on the District operations and apply changes as needed and encourage/reward continuation of appropriate performance.

Budgeted Initiatives for 2015-2016

- Each venue has time budgeted for new, returning and existing employees to participate in Customer Service Training.
- Service levels are expected to remain at or above current levels. The emphasis is on providing the best customer experience.
- 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 2015-2017

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

Budgeted Initiatives for 2015-2016

- Continued use of the Five Year Rate Study as a way to ensure proper funding of capital projects such as the Effluent Pipeline replacement.
- 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.
- Begin the update of the Master Plan for the Beach Venues.
- Begin the update of the Master Plan for Parks and Recreation Venues.
- 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

- Create function and dedicate full time staff to communications.
- Invest in technology to improve access to information, better track citizen requests and inquiries and streamline customer service operations at venues.
- Employ tools to enhance internal communications.
- Implement best practices for sharing information with the public.

Budgeted Initiatives for 2015-2016

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

893 Southwood Boulevard

Incline Village, Nevada 89451

Telephone Number: 775-832-1100

Questions: info@ivgid.org



yourtahoeplace.com

Board Retreat Discussion

2016-2017 Operating Budget

September 3, 2015

Gerry Eick, Director of Finance,
Accounting, Risk Management and
Information Technology



2016-17 Budget Calendar – Rev. 8/5

- Operating Component
 - August: Educate and review
 - September: Brainstorm & get Board direction
 - November: Staff report on Key Rates for golf, tennis, ski and possibly recreation
 - November to January: Staff assembles preliminary budget and hold Utility Rate Study
 - February to April: Deliberate
 - May: Adopt 2016/2017 Operating Budget
- Capital Projects & Debt Service Components
 - October: Board Retreat discuss priorities, care and condition assessment plans
 - October to January: Staff goes through process
 - February: Preliminary plan released consideration of
 - April: CIP Tour
 - May: Adopt 2016/2017 Capital Budget

9/3/15 - Study Session Objectives

- Continue analysis of the operating components of the Recreation and Beach Facility Fee
- Review Object by Functional format
- Review applying dynamic pricing
- Consider programming priorities
- Establish Board direction and next steps

Object by Function Format

- Advantage to consider and analyze individual factors and relationships
- Disadvantage not all factors known to the same degree early in the process
- Probably not the starting point
- Would be a good platform for the 5 year projection in the final stages

Golf Courses at Incline Village

- Championship Course
 - 18 Hole Championship level of play
 - Driving Range & Carts
 - Grille
 - Pro Shop
 - Banquets & Events
- Mountain Course
 - 9 & 18 Hole Executive Course
 - Pro Shop
 - Carts
 - Snack Area
 - Mix of social and golf events

Championship Golf

IVGID Annual Budget										
Fiscal Year 2015-2016										
Championship Course Sources and Uses - Object Level by Function										
	2014-15	2015-16	Operations		Driving	Pro	Food &	Hyatt	Capital	Debt
	Budget	Proposed	& Admin	Maintenance	Range	Shop	Beverage	Shop	Projects	Service
Revenues										
Sales and Fees	\$ 2,845,000	\$ 3,036,700	\$ 1,876,200	\$ -	\$ 133,700	\$ 436,000	\$ 536,800	\$ 54,000	\$ -	\$ -
Sales Discounts	-	(22,300)	(22,300)	-	-	-	-	-	-	-
Facilities Fees	963,310	1,030,806	204,525	-	-	-	-	-	646,299	179,982
Total Revenues and Other Sources	3,808,310	4,045,206	2,058,425	-	133,700	436,000	536,800	54,000	646,299	179,982
Expenditures and Uses										
Personnel Cost										
Salaries and Wages	1,044,369	1,061,511	261,725	423,283	81,563	42,809	225,915	26,216	-	-
Employee Fringe	300,038	330,954	116,031	120,305	9,992	11,568	61,647	11,411	-	-
Professional Services	14,900	7,800	4,000	3,800	-	-	-	-	-	-
Services and Supplies	893,700	942,361	250,860	502,345	95,550	3,210	75,396	15,000	-	-
Insurance	38,500	39,300	39,300	-	-	-	-	-	-	-
Utilities	202,300	205,300	30,500	137,700	12,100	1,600	22,900	500	-	-
Cost of Goods and Services Sold	449,200	459,500	-	-	-	310,800	148,700	-	-	-
Central Services Cost	192,000	168,000	168,000	-	-	-	-	-	-	-
Capital Expenditures										
Capital Improvements	389,500	649,650	-	-	-	-	-	-	649,650	-
Debt Service										
Principal	234,578	152,053	-	-	-	-	-	-	-	152,053
Interest	31,312	28,351	-	-	-	-	-	-	-	28,351
Fiscal Agent Fees	300	300	-	-	-	-	-	-	-	300
Total Expenditures and Uses	3,790,697	4,045,080	870,416	1,187,433	199,205	369,987	534,558	53,127	649,650	180,704
Net Sources and Uses	\$ 17,613	\$ 126	\$ 1,188,009	\$ (1,187,433)	\$ (65,505)	\$ 66,013	\$ 2,242	\$ 873	\$ (3,351)	\$ (722)

Mountain Golf

IVGID Annual Budget								
Fiscal Year 2015-2016								
Mountain Course Sources and Uses - Object Level by Function								
	2014-15	2015-16	Operations		Pro		Food &	Capital
	Budget	Proposed	& Admin	Maintenance	Shop	Carts	Beverage	Projects
Revenues								
Sales and Fees	\$ 662,200	\$ 657,850	\$ 513,800	\$ -	\$ 55,300	\$ -	\$ 88,750	\$ -
Sales Discounts	-	(3,400)	(3,400)	-	-	-	-	-
Facilities Fees	317,955	564,489	278,154	-	-	-	-	286,335
Other Financing Sources								
Non Operating Leases	31,200	31,200	31,200	-	-	-	-	-
Total Revenues and Other Sources	1,011,355	1,250,139	819,754	-	55,300	-	88,750	286,335
Expenditures and Uses								
Personnel Cost								
Salaries and Wages	340,343	346,395	104,077	188,927	4,243	25,003	24,145	-
Employee Fringe	88,226	103,303	43,423	52,370	2,101	3,064	2,345	-
Professional Services	4,800	2,800	1,000	1,800	-	-	-	-
Services and Supplies	301,550	304,630	42,170	199,088	-	43,760	19,612	-
Insurance	12,800	13,210	13,210	-	-	-	-	-
Utilities	87,600	85,000	14,200	66,500	-	-	4,300	-
Cost of Goods and Services Sold	58,200	57,048	-	-	33,048	-	24,000	-
Central Services Cost	55,000	54,000	54,000	-	-	-	-	-
Capital Expenditures								
Capital Improvements	61,510	285,000	-	-	-	-	-	285,000
Total Expenditures and Uses	1,010,029	1,251,386	272,080	508,685	39,392	71,827	74,402	285,000
Net Sources and Uses	\$ 1,326	\$ (1,247)	\$ 547,674	\$ (508,685)	\$ 15,908	\$ (71,827)	\$ 14,348	\$ 1,335

Recreation Center

- Parks and Recreation Administration
- Fitness Center
- Aquatics
- Community Programming
 - Youth and Family
 - Adults
 - Seniors

Recreation Center

IVGID Annual Budget										
Fiscal Year 2015-2016										
Community Programming Sources and Uses - Object Level										
	2014-15	2015-16	Youth &	Adult Sports	Senior's	Recreation	Aquatics	Fitness	Admin &	Capital
	Budget	Proposed	Family	& Programs	Programs	Center			Marketing	Projects
Revenues										
Sales and Fees	\$ 1,200,800	\$ 1,410,235	\$ 178,285	\$ 23,100	\$ 26,700	\$ 1,034,700	\$ 66,850	\$ 80,600	\$ -	\$ -
Concessions	-	-	-	-	-	-	-	-	-	-
Sales Discounts	-	(203,733)	(34,883)	-	-	(155,500)	(10,150)	(3,200)	-	-
Facilities Fees	1,166,610	1,079,892	196,344	-	155,439	-	262,697	-	383,602	81,810
Rents	-	-	-	-	-	-	-	-	-	-
Intergovernmental - Operating Grants	62,000	17,000	-	-	17,000	-	-	-	-	-
Total Revenues and Other Sources	2,429,410	2,303,394	339,746	23,100	199,139	879,200	319,397	77,400	383,602	81,810
Expenditures and Uses										
Personnel Cost										
Salaries and Wages	997,015	982,948	221,545	12,375	117,618	189,284	218,608	190,946	32,572	-
Employee Fringe	355,928	360,995	87,410	4,979	42,431	114,025	53,751	41,251	17,148	-
Professional Services	6,600	6,000	-	-	-	-	-	-	6,000	-
Services and Supplies	500,300	520,758	32,833	5,025	36,430	301,950	42,420	24,300	77,800	-
Insurance	37,200	37,800	700	600	200	36,300	-	-	-	-
Utilities	143,800	152,500	-	-	600	123,700	600	-	27,600	-
Cost of Goods and Services Sold	66,800	50,218	-	3,500	-	27,400	-	19,318	-	-
Central Services Cost	109,000	116,600	-	-	-	-	-	-	116,600	-
Capital Expenditures										
Capital Improvements	187,228	82,000	-	-	-	-	-	-	-	82,000
Debt Service										
Principal	21,420	1,847	-	-	-	1,847	-	-	-	-
Interest	527	344	-	-	-	344	-	-	-	-
Fiscal Agent Fees	8	10	-	-	-	10	-	-	-	-
Total Expenditures and Uses	2,425,826	2,312,020	342,488	26,479	197,279	794,860	315,379	275,815	277,720	82,000
Net Sources and Uses	\$ 3,584	\$ (8,626)	\$ (2,742)	\$ (3,379)	\$ 1,860	\$ 84,340	\$ 4,018	\$ (198,415)	\$ 105,882	\$ (190)

Measuring Discounts

- Indicate a Rack Rate for each service or product
- Disclose the amount of sales discount given based on user type or circumstance
- Have receipt report rate, discount, and proceeds paid by user
- Account for each step instead of net
- What decisions on pricing or process would be made from these measures?

Punch Card Utilization

- Punch card measurements required to maintain the integrity of Beach Fund accounting
- A major portion of the Facility Fee is for capital projects and debt, guaranteeing it is not available for operations, but is included in the value of the cards.
- Punch cards buy down the user fee

Punch Card Measurement

- Budget based on the estimated utilization of punch cards to pay user fees
- Each venue gets the value of the sale they make – the punch card allowance is charged, and the funds are transferred to the venue
- Punch card utilization is allocated between Recreation Admin and Beach to mirror relationship to the total facility fee

Operating Component**Recreation (8181 Parcels)**

Per Parcel

Facility Fee

Golf - Championship

\$ 25

\$ 204,525

Golf - Mountain

34

278,154

Facilities

7

57,267

Diamond Peak Ski

(115)

(940,815)

Youth & Family Programming

24

196,344

Senior Programming

19

155,439

Recreation Center

79

646,299

Comm. Services Administration

42

343,602

Punch Card Allowance

63

515,403

Parks

76

621,756

Tennis

12

98,172

Recreation Facility Fee\$ 266\$2,176,146

Punch Card Valuation

- Value is determined by total fee paid by the parcel, allocated Community Services and Beach
- Per Ordinance 7 a card is $\frac{1}{5}$ of the fee
 - For a total of $\$830 / 5 = \166
 - For a total of $\$730 / 5 = \146
- Punch card value usage for the last 3 fiscal years - consistently at 25% of the total of the operating component of the Facility Fees

Dynamic Pricing Strategy

- Single base relationship and business rules to administer
- Allows maximum flexibility to setting prices across all customer type
- Static percentage discounts may nto always fit best yield management
- Current year success of the hybrid model indicates letting it continue to evolve

IVGID Championship Golf Course

Key Rates – Daily Fee

Champ Course 2015 Passes & Specials

NON-RESIDENT - Rack Rates										
	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
May 8 - June 4	\$120	\$140	\$100	\$120	\$80	\$100	\$50	\$60	\$40	\$45
June 5 - June 30	\$140	\$160	\$120	\$140	\$100	\$120	\$60	\$70	\$45	\$55
July 1 - Sept 7	\$170	\$190	\$140	\$160	\$120	\$140	\$75	\$85	\$55	\$70
Sept 8 - Sept 30	\$140	\$160	\$120	\$140	\$100	\$120	\$60	\$70	\$45	\$55
Oct 1 - closing	\$120	\$140	\$100	\$120	\$70	\$90	\$50	\$60	\$40	\$45
<i>all rates include shared cart</i>										

RESIDENT - Rack Rates										
<i>(50% or more discount off of Non-Resident rate)</i>										
	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
May 8 - June 4	\$60	\$70	\$50	\$60	\$40	\$50	\$25	\$30	\$20	\$23
June 5 - June 30	\$70	\$80	\$60	\$70	\$50	\$60	\$30	\$35	\$23	\$28
July 1 - Sept 7	\$85	\$90	\$70	\$80	\$60	\$70	\$38	\$43	\$28	\$35
Sept 8 - Sept 30	\$70	\$80	\$60	\$70	\$50	\$60	\$30	\$35	\$23	\$28
Oct 1 - closing	\$60	\$70	\$50	\$60	\$35	\$45	\$25	\$30	\$20	\$23
<i>all rates include shared cart</i>										

GUEST - Rack Rates										
<i>(\$25 more than Res. Rate open-4 & \$15 more than Res. Rate 4-close)</i>										
	TIME OF DAY									
	Open - 12 (Prime Time)		12-2 (Mid-Day)		2-4 (Twilight)		After 4 (Super Twilight)		After 5:30 (Super Twilight 9-Holes)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
May 8 - June 4	\$85	\$95	\$75	\$85	\$65	\$75	\$40	\$45	\$35	\$38
June 5 - June 30	\$95	\$105	\$85	\$95	\$75	\$85	\$45	\$50	\$38	\$43
July 1 - Sept 7	\$110	\$115	\$95	\$105	\$85	\$95	\$53	\$58	\$43	\$50
Sept 8 - Sept 30	\$95	\$105	\$85	\$95	\$75	\$85	\$45	\$50	\$38	\$43
Oct 1 - closing	\$85	\$95	\$75	\$85	\$60	\$70	\$40	\$45	\$35	\$38
<i>all rates include shared cart</i>										

IVGID Mountain Golf Course

Key Rates – Daily Fee

MOUNTAIN - 18 HOLES	MOUNTAIN - 9 HOLES
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RESIDENT - Rack Rates												
<i>(30% or more discount off of Non-Resident rate)</i>												
	Time of Day						Time of Day					
	Open - 12 (Prime Time)		12-4 (Mid-Day)		After 4 (Twilight)		Open - 12 (Prime Time)		12-4 (Mid-Day)		After 4 (Twilight)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
May 1 - June 4	\$28	\$35	\$25	\$32	\$1.00 p/hole + \$5 cart fee		\$18	\$21	\$14	\$18	\$1.00 p/hole + \$5 cart fee	
June 5 - June 30	\$39	\$42	\$35	\$39			\$20	\$22	\$16	\$20		
July 1 - Sept 7	\$42	\$46	\$42	\$46			\$25	\$28	\$21	\$25		
Sept 8 - Closing	\$35	\$39	\$32	\$35			\$20	\$22	\$16	\$20		
<i>all rates from Open-4 include shared cart</i>												

GUEST - Rack Rates												
<i>(\$10 more than Res. Rate open-12 & \$5 more than Res. Rate 12-4, 4-close = same as Res.)</i>												
	Time of Day						Time of Day					
	Open - 12 (Prime Time)		12-4 (Mid-Day)		After 4 (Twilight)		Open - 12 (Prime Time)		12-4 (Mid-Day)		After 4 (Twilight)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
May 1 - June 4	\$38	\$45	\$30	\$37	\$1.00 p/hole + \$5 cart fee		\$23	\$26	\$19	\$23	\$1.00 p/hole + \$5 cart fee	
June 5 - June 30	\$49	\$52	\$40	\$44			\$25	\$27	\$21	\$25		
July 1 - Sept 7	\$52	\$56	\$47	\$51			\$30	\$33	\$26	\$30		
Sept 8 - Closing	\$45	\$49	\$37	\$40			\$25	\$27	\$21	\$25		
<i>all rates include shared cart open-4</i>												

NON- RESIDENT - Rack Rates												
	Time of Day						Time of Day					
	Open - 12 (Prime Time)		12-5 (Mid-Day)		After 5 (Twilight)		Open - 12 (Prime Time)		12-5 (Mid-Day)		After 5 (Twilight)	
	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)	Mon-Thu	Fri-Sun (& holidays)
May 1 - June 4	\$40	\$50	\$35	\$45	\$2.00 p/hole + \$5 cart fee		\$25	\$30	\$20	\$25	\$2.00 p/hole + \$5 cart fee	
June 5 - June 30	\$55	\$60	\$50	\$55			\$28	\$32	\$23	\$28		
July 1 - Sept 7	\$60	\$65	\$60	\$65			\$35	\$40	\$30	\$35		
Sept 8 - closing	\$50	\$55	\$45	\$50			\$28	\$32	\$23	\$28		
<i>all rates from Open-5 include shared cart</i>												

User Fees versus Recreation Facility Fee

- User fees cover the majority of operating costs
- Should we monitor the relationship as a driver of the recreation facility fee?
- Should services be listed at rack rate and apply a discount rather than have separate pricing for pass holders?

Questions and/or Comments
and/or Other Topics

Next Steps for Operating Component

- Object by Function Format for all Community Services & Beach Funds.
- Venue's prepare information dynamic pricing methods.
- Propose Key Rates for November.
- Develop details for programming changes.
- What else would the Board of Trustees like to consider in February?

Thank You

