



Skier Services Building (Photo by Mike Okimoto)



GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

Incline Village, Nevada

**Annual Budget
Fiscal Year
2011-2012**

Adopted

May 20, 2011



GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM

ANNUAL BUDGET

Fiscal Year 2011-2012



IVGID Board of Trustees—Chuck Weinberger, Bea Epstein, Ted Fuller, Joe Wolfe and Bruce Simonian

William B. Horn, General Manager
Ramona Cruz, Director of Finance, Accounting & Information Technology
Susan Herron, Executive Assistant/Clerk to the Board of Trustees
Susan Johnson, Director of Human Resources
Joe Pomroy, Director of Public Works
Hal Paris, Parks and Recreation Director

We thank the IVGID Team for all their hard work on the Budget.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget presentation Award to Incline Village General Improvement District, Nevada for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The GFOA's Distinguished Budget Presentation Awards Program has been promoting the preparation of high quality budget documents since 1984. More than 1,200 governments participate in the program each year. Participants include governments of all levels (state and local), types (general-purpose and special-purpose), and sizes.

The Distinguished Budget Presentation Awards Program is specifically designed to encourage state and local governments to prepare and issue budget documents of the highest quality. Top-quality budget documents are essential if citizens and others with an interest in a government's finances are to be full and informed participants in the budget process. Better budget documents contribute to better decision making and enhanced accountability.



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Budget Message

Board of Trustees and Citizens of Incline Village and Crystal Bay Incline Village General Improvement District

I, Ramona B. Cruz, Director of Finance, Accounting and Information Technology for the Incline Village General Improvement District, do hereby respectfully submit the budget plan for the Incline Village General Improvement District for Fiscal Year 2011-2012.

The Incline Village General Improvement District (the District) budget requires the collaborative efforts of the Board of Trustees (the Board), the community, and District Staff. The Board of Trustees continued to make efforts to communicate to their constituents' information about all the publicly held budget work sessions with each taking place within the general meetings of the Board. This effort resulted in varied participation which was appreciated by all.

The 2011-2012 budgeting process began with the Board of Trustees November 2010 Strategic Retreat and continued with several other operating and capital meetings in 2011; specifically January, February, March, April, and into May. The Board of Trustees continue to recognize and appreciate the ongoing economic challenges faced by our residents/community with Nevada unemployment rates approaching 13% and cost of living continuing to rise about the rate of inflation. The Board directed District Staff to bring back operating and capital plans that kept the District's services reasonably priced with reduced costs wherever possible coupled with little or no impact to provided service levels. Working with the Board of Trustees at their Strategic Retreat and other Board work sessions, budget initiatives were developed that met the Board's desires and, ultimately, drove the budget process and the 2011-2012 adopted operating and capital plans.

The budget initiatives for the 2011-2012 budget and capital plans centered around user rates such that the following three budget initiatives were developed; they are as follows:

- 1) Support utility rates that supports capital infrastructure and moves toward a pay for what you use model that is the industry standard (the customer/user is charged for every gallon that they use);
- 2) Bring back budget plans for Community Services and the Beach Enterprise Fund that kept the combined Recreation Facility Fee (RFF) and Beach Facility Fee (BFF) no greater than the 2010-2011 combined RFF and BFF of \$830; and
- 3) Begin to achieve the Board's Working Capital Board Policy 17.1.02 and Practice 17.2.0 effective July 1, 2011.

These initiatives were accomplished by considering user fee increases, operational service levels reduction, and impacts to service level capital.

During a budget work session, it was acknowledged that usage trends for our recreational areas were down. It was also noted that the water and sewer flows were down which is a direct indicator of occupancy levels in the Incline Village and Crystal Bay service areas. The 2010 Cen-

sus revealed a declining population by as much as 10%. Much discussion focused on the need and timing of capital projects and the impact to user fees. It was identified that the RFF and BFF are the most stable and major revenue streams that support Community Services capital infrastructure. Given the Board of Trustees budget initiatives and the current challenges facing the District's operations, District Staff set about its task of bringing back a responsible 2011-2012 operating and capital budget.

As a result of working together, District Staff prepared a budget plan that met the three budget initiatives while keeping in sight the Board of Trustees five long term District goals which are as follows:

- Resources and Environment: Balance the rate payer's willingness to pay to promote and enhance the resources and environment of the Lake Tahoe Basin;
- Finance: To continue to ensure the fiscal responsibility and sustainability of the District by maintaining sound effective financial policies for operation budgets, revenue and expenditures, fund balances, capital improvement, investments and risk management;
- Workforce: We will maintain IVIGD's status as one of the leading employers in the Tahoe Basin and maintain our highly qualified workforce;
- Services: focuses on delivering high quality, high service product while maintaining a positive financial performance; and
- Facilities: focuses on maintaining and enhancing our infrastructure

Each year, the District Staff works with the Board of Trustees to prepare annual objectives or steps to achieve long term District goals. These are discussed, in detail, on pages 22 – 24, for Fiscal Year 2011-2012.

The first budget initiative was to support utility rates that supports capital infrastructure and move toward a pay for what you use model that is the industry standard. What that means is that the customer/user is charged for every gallon that they use. This was accomplished through a series of budget meetings that focused on the Utility Rate study conducted by the District's Director of Public Works. For the last three years, the Board of Trustees has been presented a five year Utility Rate Study that provides the next five years of operating and capital expenses and determines the revenue needs to meet the operating cost increases and the near term capital needs while balancing the utility reserves. The utility rates are being adjusted to accomplish two goals; increase revenue and move towards pay for what you use. The utility rate increase for 2011 is to raise water rates by 5.3% and sewer rates by 9.4% for a total utility rate increase of 7.7%.

The second budget initiative was to bring back budget plans for Community Services and the Beach Enterprise Fund that kept the combined Recreation Facility Fee (RFF) and Beach Facility Fee (BFF) no greater than the 2010-2011 combined RFF and BFF of \$830. To bring back a flat combined RFF and BFF that addressed both service levels and capital projects was a collaborative effort by both Staff and Board with community input. The RFF and BFF are annually assessed to parcel owners on a per parcel/dwelling unit basis. Staff delivered a total combined RFF and BFF of \$830. The following RFF and BFF table shows the components of the fees:

| | (1) | (2) | (3) | (sum 1,2,3) |
|--|-----------|---------|--------------|--------------------|
| | Operating | Capital | Debt Service | Total Facility Fee |
| Recreation Facility Fee | \$159 | \$242 | \$274 | \$675 |
| Add Reserves for Community Services Fund | \$0 | \$0 | \$0 | \$40 |
| Total Recreation Facility Fee | \$159 | \$242 | \$274 | \$715 |
| Beach Facility Fee | \$98 | \$0 | \$17 | \$115 |
| Combined RFF and BFF | \$257 | \$242 | \$291 | \$830 |

A critical component, to the RFF, is the addition of the \$40 reserve for the Community Services Fund. The purpose of the reserve amount is to build the Community Services reserve in compliance with District policy. This is an important RFF component to keep in our sights as it is one of the keys to building and maintaining a resilient District. Also, the Beach Enterprise Fund's reserves were used for 2011-2012 beach capital purchases in the amount of \$59,930. This also helps to keep the combined fees at \$830.

As we look ahead and plan for the future, a possible look at the next five years of RFF and BFF can range to as low as \$730 in 2015-2016 and as high as \$1,110 in 2012-2013. The substantial increase in 2012-2013 and 2013-2014 is all due to capital expenditures. Staff will work with the Board to strategically keep the combined facility fees to reasonable increases and/or flat for future years. The projected facility fees continue to include a \$40 Community Services working capital component for each projected year.

| | Combined Facility Fee | | | | |
|-------------------------|-----------------------|-----------|-----------|-----------|-----|
| | Budget 2011-2012 | Projected | | | |
| | 2012-2013 | 2013-2014 | 2014-2015 | 2015-2016 | |
| Recreation Facility Fee | 715 | 970 | 890 | 730 | 620 |
| Beach Facility Fee | 115 | 140 | 175 | 145 | 110 |
| Combined Facility Fee | 830 | 1,110 | 1,065 | 875 | 730 |

Staff has already identified that the 2012-2013 capital plan will need serious consideration to help keep the combined facility fees at the \$830 2011-2012 level.

The third budget initiative is to begin to achieve the Board's Working Capital Board Policy 17.1.02 and Practice 17.2.0 effective July 1, 2011. The newly adopted policy and practice makes provisions for operations, debt service, capital under contract, and a multipurpose contingency for catastrophic claim amount recommend by the Workers Compensation Actuary. As of June 30, 2011, the targeted amounts by fund are as follows:

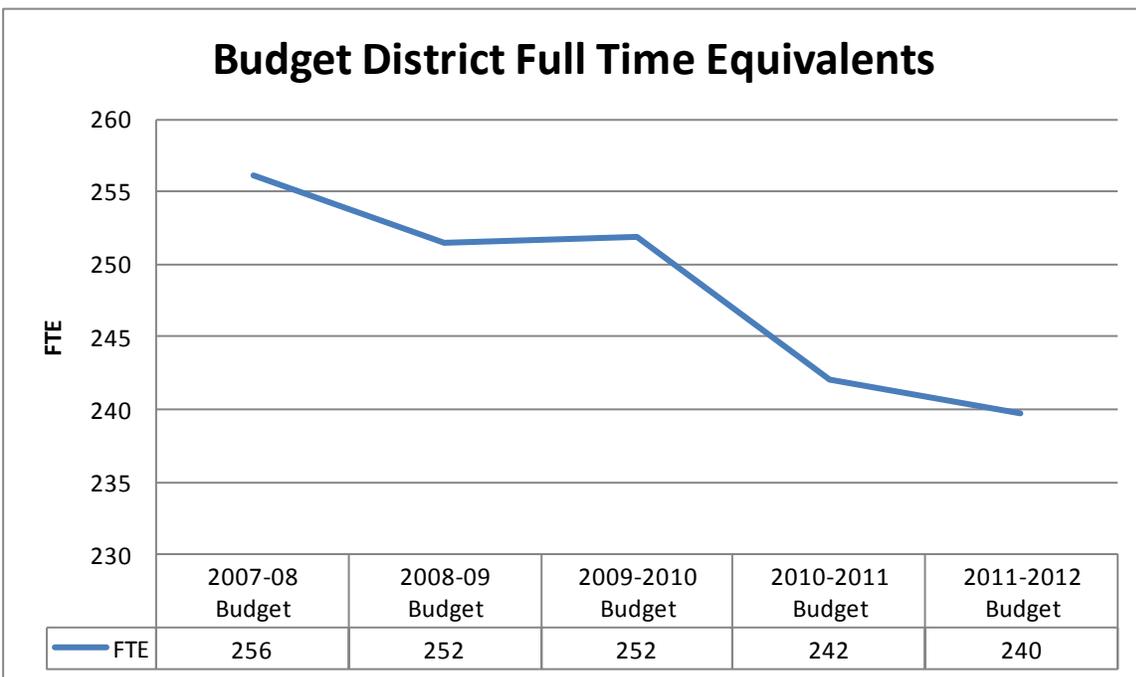
- ⇒ General Fund..... \$ 610,000.
- ⇒ Utility Fund..... \$4,861,000.
- ⇒ Community Services Fund..... \$4,815,000.
- ⇒ Beach Enterprise Fund..... \$ 297,500.

These targets are reestablished each year and the driver of change will be the timing of debt and capital projects within one year of the measurement date. Currently, the Community Ser-

vices Fund falls short of its target and \$40 of the \$830 combined 2011-2012 facility fees include a \$40 component to fund the Board's initiatives. It is Staff's intention to continue to fund the Community Services working capital component in line with the Board's direction and this has been included in the projected combined facility fees above.

As outlined above, the Board of Trustees three budget initiatives were met by District Staff and required thorough consideration of how to achieve them with minimal impact to service levels to our residents and the community.

Also, District Staff was conscious of labor costs that are 46% of our operating cost and the desire to save costs where we could to preserve jobs and Staff's livelihood without comprising service. Ultimately, decisions were made that reduced full time equivalents (FTEs) by 3.5 some of which were full-time benefited positions. The District's Full Time Equivalents chart (shown below) demonstrates Staff's diligence to controlling personnel cost.



The District's 2011-2012 budget schedule shows operating income of \$2,014,631 and \$1,476,885 in net income. All of the net income will go to pay current debt principal payments and specific capital projects scheduled for 2011-2012. The following gives an overview of the 2011-2012 compared to prior budget and 2010-2011 estimated actuals:

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est. Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est to Bud |
|---|-------------------|-------------------|------------------------|-------------------|----------------------|----------------------|
| Total Operating Revenue | 30,006,850 | 32,612,295 | 31,979,241 | 32,772,364 | 160,069 | 793,123 |
| Total Operating Expense | 29,033,837 | 31,252,487 | 30,239,585 | 30,757,733 | (494,754) | 518,148 |
| Operating Income | 973,013 | 1,359,808 | 1,739,656 | 2,014,631 | 654,823 | 274,975 |
| Total Nonoperating Revenue (Expense) | (446,136) | (536,167) | (435,329) | (537,746) | (1,579) | (102,417) |
| Net Income | 526,877 | 823,641 | 1,304,327 | 1,476,885 | 653,244 | 172,558 |

The positive net income budget on budget change of \$653,244 is a combination of General Fund increased ad valorem property tax collection and the utility rate increase to support Utility Fund operations and capital.

The Capital Improvement Plan (CIP) for 2011-2012 totals \$10,516,101 and calls for \$2,916,687 in grant funding for a net capital plan of \$7,599,414. The CIP includes the one of the seven identified Americans with Disability Act projects to be addressed which is Preston Park Facility & Parking Lot.

| | |
|---------------------------------|--------------------|
| <u>Capital Improvement Plan</u> | <u>2011-2012</u> |
| General Fund | 212,000 |
| Utility Fund | 6,816,959 |
| Internal Services | 40,100 |
| Community Services | 3,387,113 |
| Beach | 59,930 |
| Capital Subtotal | <u>10,516,101</u> |
| <u>Grant Funding</u> | |
| Water | (29,187) |
| Sewer | (1,387,500) |
| Parks | (1,500,000) |
| | <u>(2,916,687)</u> |
| Net Capital Plan | <u>7,599,414</u> |

Maintaining market share at the District's recreational venues in an uncertain economy was also addressed. The budget plans continue to provide for high quality services for its residents/ community with reasonable price increases to the residents, non-residents, and guest(s). Tiered pricing and programming activities and events, as a means to maximize revenue and facilities usage, continues to be part of the Fiscal Year 2011-2012 budget plan.

The business of providing water, sewer, and trash by our Utility Department is not as volatile an endeavor as our recreational venues but it is still subject to a downturn in the economy. The District, through collaboration with various agencies, will receive 1.4 million dollars for water and sewer systems improvements and is down to last year due to a reduction in the funding from 75% to an expected 55% with our cooperative agreement with the United States Army Corps of Engineers which helps offset capital cost on the Effluent Export Project. An upgrade, to meet new regulatory requirements at the Burnt Cedar Water Disinfection Plant, is on its way and \$3,000,000 in bond proceeds are anticipated to help fund this \$6,650,000 project.

District personnel costs represent over 46% of the District operating costs and are an integral part to delivering customer services. In acknowledgment of the key roll Staff plays in delivering customer service, the District continues to lead out on customer service training for District Staff. Great feedback was received on the **Power of 1** customer service training and the District intends to continue with these successful trainings. These trainings are conducted exclusively by the District General Manager which truly exemplifies to new, seasonal, returning, and existing employees the District's philosophy of leading by example and that this program starts at the top. Further, it lends a significant amount of credibility when a program is passionately conducted by the District's General Manager who loves to teach. The feedback provided from the participants is always very positive and part of that stems from the General Manager's commit-

ment to this program. The Health and Wellness is another important initiative taken on by the District. It focuses on promoting sound, healthy choices to District employees while maintaining/aiding in keeping the District's health care costs low. As a result of this key initiative, the District health costs have been held down with little or no increases. The Health and Wellness initiative will carry over into the next year and each employee is encouraged to participate in a variety of programs created by our internal Staff. Taking small or large steps to maintaining a healthy lifestyle is key to the success of this program and once again, our General Manager leads out with his daily workout sessions.

As we move forward with addressing personnel needs, two important factors to keep in mind are the economy and unemployment. The District is aware of the downturn/change in the economy and the all time high unemployment and their impact on the availability of workforce. However, even in this economy, it is imperative that we do not fall behind and that we remain competitive as we continue with our proactive measures to ensure that the District retains and continues to attract talented individuals for employment. This year's budget makes provisions for a 2% increase for all benefited positions and seasonal positions when it makes sense. Overall, budgeted FTE are down 3.5 budget on budget.

The Fiscal Year 2011-2012 budget plan for total revenue and sources is at an estimated \$41 million of which \$5 million is for grant funded capital projects and \$3 million in bond proceeds for the Burnt Cedar Water Disinfection Plant.

Cash and investments balances are projected to be approximately \$16.3 million ending Fiscal Year 2010-2011 and, twelve months from now, the projected 2011-2012 cash and investments balances are projected to be around \$15.7 million. The \$600,000 change in cash and investment balances is largely due to capital planned projects. In the Fiscal Year 2011-2012 budget, total expenditures and uses total \$41.5 million. The 2011-2012 capital expenditures and capital carry forward total \$14.3 million or 34% and \$3.6 million in debt service or 9% of the total expenditures and uses respectively. Operating expenses (excluding depreciation) are \$25.3 million or 61% of total expenditures and uses. Operating expenses in General Fund are covered by Ad Valorem and consolidated taxes and interfund transfers from the Enterprise Funds (Utility, Community Services, and Beach). Workers Compensation Fund expenditures are covered by service fees from the Enterprise Funds and General Fund.

The District, not unlike any other agency, government, or private enterprise, is impacted by the change in the economy but, with good planning and oversight, we can and have weathered these challenging times. The District continues to abide by sound financial practices and continues to be responsive to operations thereby allowing us to get through these uncertain times. We value our employees and will continue to provide exceptional services to the community into 2011-2012 and beyond. We have not wavered with the quality and service levels provided by the District.

The District has had the honor to be awarded the "Distinguished Budget Presentation Award" from the Government Finance Officers Association (GFOA) six years running which takes considerable staffing resources. Due to more pressing District issues and mounting time constraints, we will not be submitting the 2011-2012 budget book for the GFOA "Distinguished Budget Presentation Award".

It takes a lot of special effort by the District team each year to put together a budget and this year was no different. Therefore, I thank the Department Heads for their efforts in submitting

information, special thanks to Budget and Reporting Analyst Marc Platt and the Accounting Department for their efforts to continually improve the process and final product. A special thank you to District General Manager William B. Horn for his diligent oversight and support during these changing economic times and finally, but not last, to our Board of Trustees for their commitment to making the District a better place.

Respectfully submitted,

A handwritten signature in black ink that reads "Ramona Cruz". The signature is written in a cursive style with a large initial "R" and a long, sweeping underline.

Ramona B. Cruz
Director of Finance, Accounting and Information Technology

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The budget document is divided into following sections. The Introduction section includes narratives about the budget documents, our community and District profile, current economic profile, long-term non-financial goals and annual objectives, a description of the budget process and calendar of events, the fund structure and budget basis, debt management policy, capital improvement plan, our District wide policies, practices, resolutions, and ordinances, and an organizational chart. The Financial Policies, Practices, and Resolutions section contains the titles of the District policies, practices, and resolutions and a brief explanation of what they are for. The Overview section contains general information about revenue and other financing sources. The Capital Budget Overview section contains information on the capital budget process, summary multi-year budget schedules, impact of recurring and non recurring capital improvements on the operating budget, capital carry forward schedule, capital funding sources and impact to District rates, and department capital write ups on major capital projects. The Budget Plan section includes the All Funds Combined followed by the individual budget plan for each department of the General Fund, Utility Fund, Internal Services Fund, Community Services Fund, Beach Enterprise Fund, and the Workers Compensation Fund. Each section provides detailed information on annual objectives, revenue, expenditures, and programs within the Fund. The final two sections are the Personnel and Glossary sections. The Personnel section contains detailed information for all District personnel, and the Glossary section contains the list of terms and acronyms.

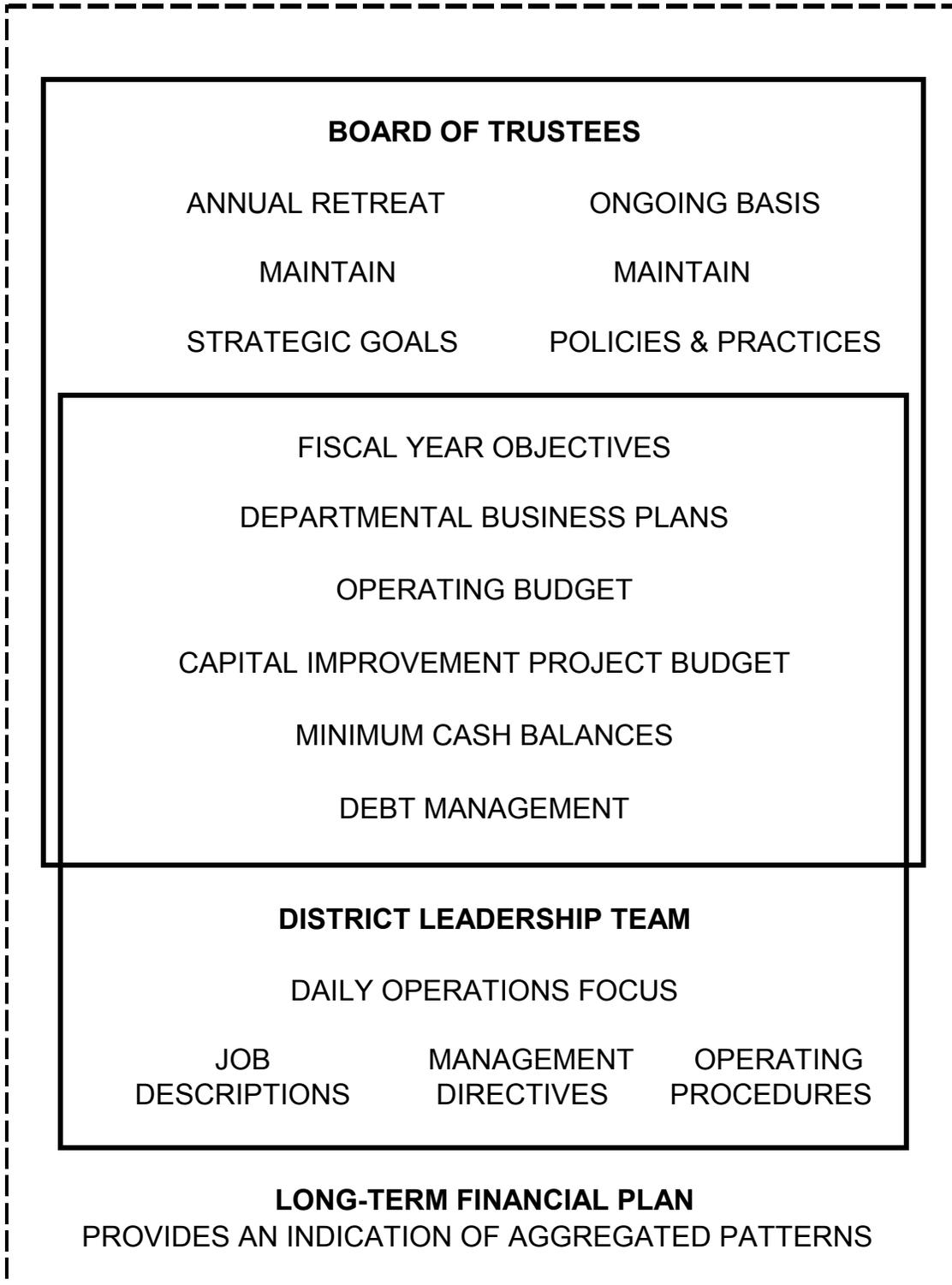
Description of the Budget Document

We have prepared, in conformity with Chapter 354 of the Nevada Revised Statutes, Incline Village General Improvement District's (the District) 2011-2012 Budget Document (the budget). The budget takes a comprehensive approach to the entire District as well as continues to provide the details of each of the District's major departments and divisions. The budget provides global and detailed information and is a means of communicating not only the current operating and capital plans of the District but also a strategic tool of the goals and objectives that drive the District to achieve and/or exceed the budget. The Board of Trustees sets the District's strategic direction and policy and practices by which staff manages. The following diagram shows the overlapping and interdependency that each area has in addressing all aspects of the District. The diagram highlights the Board of Trustees and management's role from planning to execution of the Board's strategic goals. One of the major tools used along the way, that informs and guides the Board and management, is the long term financial plan which is a culmination of strategic goals, business plans, capital plans, results of operations, etc.

The budget schedules are presented in two formats. The first is a sources and uses format which is a departure from the traditional operating income, net income, and cash flow model. The premise of the sources and uses format is to focus on what resources the District has and how the District is going to use them to meet the mission, goals, and objectives of the District and the community. The second budget schedule is the traditional operating income and net income schedules to aid understanding of the budget at an operating level and to be used as a measurement against operating performances. The Operating Income and Net Income budget schedules have been added to selective Total Sources and Uses budget schedules where applicable and will be presented on the same page for each department except for the All District To-

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

ROLES OF ELECTED OFFICIALS AND MANAGEMENT



THE LONG-TERM FINANCIAL PLAN PROVIDES A VIEW OF AT LEAST FIVE YEARS FORWARD. IT IS A REFERENCE POINT FOR ALL STRATEGIC AND PLANNING EFFORTS.

tal Sources and Uses where the All District Operating Income and Net Income schedule is presented on the back side of the All District Total Sources and Uses schedule.

Our Community and District Profile

The District is located on the northeast corner of Lake Tahoe, in the Sierra Nevada Mountains near the California border in Washoe County, Nevada, and occupies a land area of approximately 15.36 square miles and serves a base population of approximately 9,000 residents which encompasses approximately 9,400 parcels in an unincorporated rural area. The District includes parcels with addresses in both Incline Village and Crystal Bay. Approximately 1,200 of these parcels are exempt and are held by governments such as the United States Forest Service and the District. Of the 8,200 remaining parcels, more than half are owned for occasional use. This condition significantly affects the utilization of economic and recreational resources within the community. The District provides, in accordance with the enabling legislation, water, waste water, and trash services within its boundaries, as well as, various recreational amenities including downhill skiing, two golf courses, a multi-use recreation center, tennis facility, meeting facilities, parks, recreation programs, beaches, playgrounds and other recreation-related facilities. With a mountain location, these recreation activities experience seasonal fluctuations. It is estimated the year-round population of the District is 9,000, with a substantial boost in part time visitors and guests during the months of July and August. Washoe County is the main service provider for schools, library, social services, streets and law enforcement. There is an independent fire protection district, the North Lake Tahoe Fire Protection District that serves the community.

Due to its location, the region's economy is closely tied to the California/San Francisco Bay Area economy. Lake Tahoe is known as one of the most beautiful regions in the world; and as the second largest alpine lake in North America, it offers an alpine environment untouchable anywhere else. The pristine beauty of Lake Tahoe draws annually over three and one-half million visitors from around the world. From snow skiing to golfing to boating to gaming, Lake Tahoe is one of the premier resort destinations, offering visitors countless activities. Additionally, Incline Village and Crystal Bay offer spectacular and serene mountain neighborhoods for property owners. The following is a list of the top ten principal property taxpayers of the District.

Principal Property Tax Payers 2010 (unaudited)

| Taxpayer | Type of Entity | Taxable Assessed Value | % of Total Assessed Value |
|-----------------------------|----------------------|---------------------------|------------------------------|
| Hyatt Equities LLC | Hotel/Casino | \$ 22,361,551 | 1.54% |
| Ponderosa Ranch Stables LLC | Residential Property | \$ 19,905,575 | 1.37% |
| Nevada Pacific Devel Corp | Development | 15,456,932 | 1.07% |
| David A Duffield | Residential Property | 7,815,728 | 0.54% |
| Lakeshore Trust | Residential Property | 7,385,207 | 0.51% |
| HTS Ground Lake Tahoe Inc. | Residential Property | 5,467,926 | 0.38% |
| Kern W Schumacher | Residential Property | 5,382,782 | 0.37% |
| Ten-Four-One Realty Trust | Residential Property | 5,317,696 | 0.37% |
| Tahoe Estates LLC | Residential Property | 5,074,698 | 0.35% |
| Peno Bottom Trust | Residential Property | 4,798,769 | 0.33% |
| | | 98,966,864 | 6.83% |
| Total IVGID Community | | \$ 1,448,979,941 | |

SOURCE: Washoe County Assessors Office

History

The District was formed in 1961 in accordance with the Nevada Revised Statutes, Chapter 318, pertaining to General Improvement District Law as a body corporate and public and a quasi-municipal corporation in the State of Nevada. Currently, the District serves approximately 4,200 water and 4,100 sewer customers, accommodates about 110,000 skiers, 37,000 golfers, and 145,000 beach users, and oversees a variety of other activities annually.

The properties along Lakeshore Boulevard that were not part of the original District, and the area between the District and the California State Line also had to find a way to serve their properties with sewage collection, treatment, and export. Washoe County Sewer Improvement District Number 1 (the club area and a small residential area in Crystal Bay) and Crystal Bay General Improvement District (CBGID) (the area between the District and Washoe 1) obtained sewer service through merger agreements with the District. The merger of Washoe County Sewer Improvement District Number 1 into the District was completed in 1978. However, the District served the CBGID with sewer service through an agreement until 1996. The District merged with CBGID once their water system was brought up to District standards, which was in 1996, and thus the merger with CBGID was completed. The parcels annexed to the District after the original District was formed in 1961 are not eligible for beach access.

In 1976, the District purchased the Championship Golf Course and Executive Golf Course (now called the Mountain Golf Course) for \$1.2 million and Ski Incline (now called Diamond Peak) for \$1.5 million. Shortly afterwards, in 1977, the District acquired, from Boise Cascade, the 58-acre "core area" parcel which extends from Tahoe Boulevard to Incline Way. The District's original seven-court tennis complex was constructed on this site in 1978; later, in 2003, four additional tournament courts were added. Six acres of this parcel were sold to the Washoe County School District for the Incline Middle School site. The playing fields at the Incline Middle School are on the District property and were jointly developed by Washoe County and the District, with funding provided by District 9 (now 4B) residential construction taxes, Washoe County School District and the District. The Incline Middle School fields were open for use in 1981. In 1983, the District completed the purchase of 900 acres in Douglas County to be used for development of a disposal site for its treated effluent. New regulations on the disposal of wastewater required the District to either upgrade its treatment facility in order to continue disposing of the treated effluent in the Carson River or to have a year-round, land-based disposal system. The District's treated effluent, at that time, was being used for irrigation on a ranch in Douglas County in the summer, and was being discharged into the Carson River in the winter. Construction of the Wetlands Enhancement Facility was completed in 1984. After nearly twelve years of discussions and planning regarding an indoor swimming pool/community center for Incline Village, construction of the Recreation Center began in 1991. District 9 (now 4B) residential construction tax funds were used to help finance the cost of construction of the Recreation Center which opened in December of 1992. The parcel on which the Recreation Center was constructed was purchased by Washoe County and deeded to the District after the Recreation Center was constructed.

In November 2008, the District purchased Incline Lake from the United States Forest Service. The five acres of land purchased by the District was via an agreement with the Nevada Division of State Lands to secure about 75% of the \$1 million purchase price in Question One bonds (bonds raised by a state sales tax increase in 2002). The District's 25% of the \$1 million purchase price was funded by the District's annually assessed Recreation Facility Fee. The Incline Lake property lies on the Nevada side of Lake Tahoe within the United States Forest Service

Lake Tahoe Basin Management Unit, and is adjacent to the Mount Rose wilderness area and the Tahoe Meadows area of the Humboldt-Toiyabe National Forest. The District has not set any plans in place for the Incline Lake property other than the property use will benefit the majority of the community.

The District turned 50 years old in June 2011 and its infrastructure is showing its age.

The District began the effluent export line replacement in 2003 and by 2012 the Spooner Pump Station will have finished. In 2009 the District will have replaced six miles of the eleven mile effluent export line project including upgrades to the Spooner Pumping Station, converting two state parks wastewater plants into raw wastewater pumping stations and install a new force main to deliver that wastewater to the District. A total of \$19 million dollars has been spent and the final project is expected to cost \$21 million dollars. The District will also begin the planning phase of replacement of the remaining five miles of effluent export pipeline in the Tahoe Basin. Also, due to enhanced water regulations the District must implement by 2014 a second disinfection process to comply federal regulation Long Term 2 Enhanced Surface Water Treatment Rule (LT2 Rule). The Burnt Cedar Water Disinfection Project is currently in construction with completion scheduled for 2013 to come into compliance with the LT2 Rule. This project is expected to cost approximately \$6.6 million, of which \$3,000,000 is anticipated to come from bonds.

Back in 2004 and 2005, the District replaced and updated \$20 million in infrastructure that included a new Public Works Building, a renovated Championship Golf Course, a new Chateau, a new high speed quad chairlift at the ski resort, and added 4 new tournament tennis courts to our tennis complex. Shortly afterward, in the fall of 2007 the District requested the Nevada Public Agency Insurance Pool audit the District for compliance in regards to the Americans with Disabilities Act (ADA) Title II (Public Sector) and Title III (Public Facilities). The results of the audit identified items that needed to be addressed. A majority of the items were taken care of through the operating budget and the larger ADA items are identified in the District's capital plan as ADA capital. Since 2007 the District has moved toward 100% compliance with Title II and III and over the next five of multi-year capital planning includes several ADA capital projects such as a new administrative building, a new Mountain Course Club House, and new Village Green and Incline Beach bathrooms. This year the capital budget is slated to complete the ADA Preston Park Facility Refurbishment and Parking Lot Project. During 2010-2011 Phase II – Skier Services Building was completed in November 2010 before we opened the ski season.

Current Economic Profile

The District is a local unit of government formed under Nevada Revised Statutes 318; however, it functions more as a business and has the perception of being the local unit of government. It is a quasi public corporation which functions as a business. Less than 6% of its revenues and sources come from taxes. The District is located at Lake Tahoe, one of the premier resort destinations, offering visitors countless activities. The economic stability of the District is dependent upon a number of factors, such as weather and tourism. Weather impacts golfing, skiing and has minimal impact on water and sewer services and would be the direct result of lower tourist visits to the District's golf and ski venues and purchases made within Incline Village, Crystal Bay, and Washoe County. The District plays an important role in the economy as the Tahoe Basin is largely dependent on tourism and centered on summer and winter recreational activities. Conservatively, the District brings around 219,000 tourists each year to the Tahoe Basin with an annual estimated impact to local business of \$44 million.

National and local economy plays an important role on whether Lake Tahoe tourism grows, declines, or stays flat. Not unlike the rest of the nation, the District and community has been impacted by the changing economy. The economic challenges, developing late in 2008 and continuing in 2011, have been factored into both the Business Plans and budgets for the 2011-2012 fiscal year. The budget plans generally have been prepared assuming the conditions will not significantly reverse. This generally means that units of service or visits have been reduced to reflect lesser demand. This is especially true in service areas such facility rental and food & beverage where the District has experienced the discretionary habits of its customers. The District has seen a five year trend of less use of its utilities (indicated by its water and sewer flows) as more parcel owners seem to be part time or occasional users. This trend has been reflected in the entire five years covered by its Business Plan. Our ski venue appears to be more affected by weather than the economy so their Business Plan is based on historical averages of use. The last two years Diamond Peak Ski Resort has seen record skier visits but continues to budget at 115,000 average skier visits; the Championship Golf Course plans for 21,500 rounds which is the lowest since its inception; and the Mountain Golf Course follow suite at 15,500 rounds. The beaches at Incline Village experience up to 150,000 visits per year but we plan for 135,000 since water levels of Lake Tahoe can affect these numbers and even though Lake Tahoe is seeing more water since 2007, the Beach Business Plan has not been altered to reflect a substantial change in users since the majority of the fees collected comes through the Beach Facility Fee which is charged to each eligible parcel/ dwelling unit regardless of usage. The Recreation Facility Fee, in the Community Services Fund, and Beach Facility Fee in the Beach Enterprise Fund, are assessed on property owners, and are the most stable of the revenue streams for the District. The Recreation Facility Fee and the Beach Facility Fee is assessed by the District for the accessibility of recreational privileges and is collected by Washoe County Tax Assessor's office through the real property tax quarterly billing process. For Fiscal Year 2011-2012, the District assessed \$5,897,320 for the Community Services Fund and \$898,150 in the Beach Enterprise Fund representing 14% and 2% respectively of the District's overall revenue and sources.

Our recreational areas have programmed their activities with a focus on providing the best value coupled with exceptional customer service to maintain and enhance their customer base. Our Marketing Department continues to draw people to the area by promoting the District's recreational activities as "Your Tahoe Place" and as the best value at Lake Tahoe and "Your Tahoe Place for Kids" as part of the overall skiing experience.

The 2010 census population is just under 9,000, down 9.6% from the figure 10 years ago of 9,952.

The median housing value sold at March 31, 2011, for single family residence and condominium sales for Incline Village and Crystal Bay was \$771, 0000 and \$349,000 respectively, representing an increase of 11.3% and a decrease of 9.4% respectively over last year's March 31, 2010 median values. The year-on-year increase represents a 10% increase of actual single family residence sales and a decline of 31.3% for condominium from last year at this time or 1 and 5 units respectively. There are real conclusions drawn based on the housing data.

Incline Village/Crystal Bay housing values, compared to Washoe County, for single family residence and condominium values are 4.6 and 6.1 times greater than Washoe County respectively. Both single family residence and condominium values in Washoe County are down 7.8% and 33.9% for the 12 months ending March 31, 2011. As a result of the housing market and other economic conditions, year-on-year taxable assessed real property values within the District have dropped 8.3%.

The District resides within the boundaries of Washoe County, located in the State of Nevada, and comprises approximately 10.8% of Washoe County’s assessed valuation and 2% of its population. The following table depicts the changes in taxable assessed valuations since 2007:

Taxable Assessed, Percent Change, and Percentage to Washoe County
For Incline Village General Improvement District

| Fiscal Year Ended | IVGID Taxable Assessed Value | Percent Change Year on year | Washoe County Taxable Assessed Value | IVGID As a Percentage Washoe County |
|----------------------|---------------------------------------|-----------------------------------|---|--|
| 2011-est | 1,368,961,464 | -5.5% | 12,675,216,318 | 10.8% |
| 2010 | 1,448,979,941 | -8.3% | 13,648,350,544 | 10.6% |
| 2009 | 1,580,606,324 | -15.8% | 17,709,236,567 | 8.9% |
| 2008 | 1,877,488,689 | 21.4% | 17,203,810,574 | 10.9% |
| 2007 | 1,547,081,848 | -0.8% | 15,103,492,476 | 10.2% |

During the 2004 Nevada legislative session, the Legislature passed a law (Assembly Bill 489) to provide property tax relief which provides a partial abatement of taxes by applying a 3% cap on the tax bill of the owner’s primary residence and a higher cap on the tax bill of other properties beginning with the 2005/2006 tax roll in Washoe County. The cap on the tax bill has minimal impact to the District as property tax income is less than 3.4% of the overall District revenue and sources.

On July 7, 2011, the Nevada Supreme court denied Washoe County’s appeal of a lower court’s decision that ordered the Washoe County Treasurer to pay refunds, with interest, to approximately 8,700 Incline Village/Crystal Bay residential taxpayers, based upon the Washoe County Board of Equalization’s 2006 decision to roll back the taxpayer’s 2006-2007 property tax valuations to 2002-2003 levels. The District in anticipation of having to repay accrued \$270,000 of the District’s estimated \$1,000,000 portion of the court ordered refunds of property tax for fiscal year ending June 30, 2010. Currently the remaining \$730,000 is unbudgeted and unfunded in the 2011-2012 budget and is under discussion with the Board of Trustees.

Located in Incline Village, Sierra Nevada College (SNC) is Nevada's only private residential four-year liberal arts college which serves the community at large and those looking for a unique educational experience. The SNC graduates will be scholars of and contributors to a sustainable world by combining the liberal arts and professional preparedness through an interdisciplinary curriculum which emphasizes entrepreneurial thinking and environmental, social, economic, and educational sustainability. The college has forged a unique partnership with the Tahoe Center for Environmental Sciences (TCES). This partnership, between public and private institutions of higher education in two states, includes SNC, University of California, Davis (UC Davis), Desert Research Institute (DRI) and University of Nevada, Reno (UNR). The District for the last ten years has also forged a partnered with SNC to bring free education at a top liberal arts college and tutoring to the children of Incline Village and Crystal Bay by exchanging needed services. This partnership has benefited all parties.

Washoe County is serving as the lead agency for the assessment of workforce housing opportunities in Incline Village and Crystal Bay, and in December 2009, issued their final Workforce Housing Needs Assessment report of Incline Village and Crystal Bay. Grant funded by Charles Schwab Bank’s Community Development Capacity Building Initiative, the Washoe County Com-

munity Development Department partnered with numerous public and private entities. The report covers an estimate of the number of affordable and workforce housing units needed, demographic, and employment and housing trends in Incline Village/Crystal Bay. The report addresses the lack of affordable and available housing and its significant impact on the economy, local service, and loss of year-round community. There has been no substantial movement on this issue but is still under watch by the District.

The June 2011 Nevada unemployment hovered at 12.4% down 2.5% to last year at this time but higher than the national unemployment rate of 9.2%.

Long-Term Non-Financial Goals and Annual Objectives

In November 2010, the Board of Trustees held a strategic workshop to begin the process of developing the Fiscal Year 2011-2012 annual objectives that are in line with the District's five long term strategic goals and are aligned to meet the needs and concerns of the community. The Leadership Team which is comprised of Department Managers developed the Fiscal Year 2011-2012 annual objectives, based upon meeting the Trustees five long term goals identified during their Board retreat. These objectives were officially approved on June 29, 2011.

The five long term District goals focus on resources and environment, finance, workforce, service, and facilities. There are five stated annual objectives that rose out of the five long term goals. Though not all of the annual objectives have substantial cost (where cost could be identified), they were incorporated into the Fiscal Year 2011-2012 budget plan.

LONG TERM DISTRICT GOAL #1: Resources and Environment: Balance the rate payer's willingness to pay to promote and enhance the resources and environment of the Lake Tahoe Basin through:

- Maintaining District involvement and participation in the affairs of the basin, county, state and nation
- Maintaining collaboration with community partners
- Maintaining water conservation and recycling efforts
- Maintaining water rights allocations
- Maintaining awareness and effectiveness of waste issues
- Maintaining recycling efforts
- Maintaining systems/processes/policies that will result in a sustainable environment.

Subjective Measurements: There is no specific criteria which is measureable other the Trustees subjective opinion of an annual written report.

LONG TERM DISTRICT GOAL #2: Finance: To continue to ensure the fiscal responsibility and sustainability of the District by maintaining sound effective financial policies for operation budgets, revenue and expenditures, fund balances, capital improvement, investments and risk management by:

- Considering the best use of public funds when authorizing the operation, cash flow and capital activities of each department.
- Increasing positive communication of financial matters with our residents and providing periodic feedback to our residents as it relates to changes in decisions made
- Managing the budget to address either shortcoming of revenue or increased ex-

penses to meet the approved Budget.

- Establishing and maintaining appropriate fund balance designations for each fund to ensure fiscal sustainability
- Continuing involvement and participation of the District in the affairs of the region, county state and nation, *as long as there is a measurable benefit and the collaboration does not lead to increased unfunded mandates similar to the Washoe County's 35% recycling mandate*
- Maintaining the high level of fiscal responsibility of the District

Objective Measurement

1. 100% achievement would be measured by the actual operating profits being equal or greater than the operating profit budget.
2. 100% achievement would be measured by actual capital projects being completed equal to the capital project budget or for less.
3. 100% achievement would be measured by the District's credit rating not decreasing during a Fiscal Year, as long as the factors are controllable.

Subjective Measurement: When revenue budgets are being missed, a subjective observation regarding lowering operating costs should be considered or when operating expenses increase above budgets, a subjective observation regarding their controllability will need to be discussed.

LONG TERM DISTRICT GOAL #3: Workforce: We will maintain IVIGD's status as one of the leading employers in the Tahoe Basin and maintain our highly qualified workforce by:

- Continue the retention and ability to recruit valued employee through a competitive total compensation and lifestyle packages
- Enhance communications amongst employees
- Re-evaluate annually, during the budget process, or when openings occur, the optimum level of staff necessary for each department as it relates, when possible, to 'Special District' industry standards and customers served or related industry standards.

Subjective Measurements: There is no specific criteria which is measureable other the Trustees subjective opinion of an annual written report.

LONG TERM DISTRICT GOAL #4: Services: Deliver high quality, high service product while maintaining a positive financial performance by:

- Continue to emphasize customer service with employee training and measure customer loyalty with the in-house benchmark survey
- Continue positive communication/education with our customers.
- Continue to collaborate with partners both inside and outside of our community.

Objective Measurement

1. 100% achievement would be measured by maintaining or increasing the Net Promoter Score (NPS) from the previous Fiscal Year for Diamond Peak Ski Resort, Mountain Golf Course, Championship Golf Course, Tennis, Recreation Center and Beaches.

2. 100% achievement would be measured by scoring an average '4' rating out of '5' for a new survey which Public Works which Staff will send out during the new Fiscal Year to water and sewer customers.

LONG TERM DISTRICT GOAL#5: Facilities: To maintain and enhance our infrastructure by:

- Maintaining and updating our master plans followed by presentation of implementation strategies to the Board.
- Accommodating our customer needs.
- Complying with regulations.

Subjective Measurements: There is no specific criteria which is measureable other the Trustees subjective opinion of an annual written report.

Budget Process and Calendar of Events

The District adheres to the Local Government Budget Act incorporated within Nevada Revised Statutes which includes the following major procedures to establish the budgetary data reflected in these financial statements.

Budgets are adopted on a basis consistent with the United States Generally Accepted Accounting Principles (GAAP) for all funds. Formal budgetary integration in the financial records is employed to enhance management control during the year for all funds requiring budgets. Budgets are adopted for all governmental and proprietary fund types. The governmental fund type budgets are adopted on a modified accrual basis, which is where revenue is recognized when it becomes available and measurable and expenditures are recognized in the period in which the liability is incurred except for inventories, interest and debt service payments. The proprietary fund type budgets are adopted on an accrual basis which recognize revenue when earned and expenses when incurred. They are recorded at the end of an accounting period even though cash has not been received or paid. The District can amend or augment the budget after following state statutes and public hearing procedures.

The budget plans for operating and capital are done as two separate processes and brought together before the Board of Trustees as required by the Nevada Revised Statues the third Thursday or Friday in May. The capital budget is the first budget process to begin followed by the operating budget process about three weeks later.

The capital budget process requires the District's departments to prepare and submit requests for both the upcoming budget year in addition to preparing a five-year plan as required by Nevada Revised Statutes 354.5945.

The adopted capital budget is prepared once a year in conjunction with the operating budget. Each operating area will prepare a five year multi-year capital plan and a twenty year multi-year capital plan that includes all of the projects that they would like to see contained within the multi-year capital budget book. All planned items shall fall under the following purpose and justification criteria; safety and health, regulatory, infrastructure, revenue, and service level.

The adopted capital budget is paid for by using available cash generated through user fees, Recreation Facility Fee, Beach Facility Fee, issuing bonds, grants and donations, or a combination of the aforementioned. The amount of funds available for capital projects shall be deter-

mined during the capital and operating budget process.

Funds approved by the Board of Trustees shall be spent on the Capital Improvement Plan (CIP) budget for each individual CIP project. Expenditures shall be made following the guidelines set forth in Nevada Revised Statutes 332.039 and 354.5945. See the Capital Budget Overview Section for additional information on the capital budget process.

Each year the District's departments are provided with operating budget instructions and a time-line which includes the assumptions that are to be used in preparing their budgets which go hand-in-hand with the department business plan. Staff prepares and submits the executive program summaries which support their Business Plans to the Accounting and Finance Department for the January Board workshop.

The Board of Trustees begins the budget process at their November Board Retreat. The Board budget work sessions begin as early as January and end the third Thursday or Friday in May with the adoption of the operating and capital budgets as required by Nevada Revised Statute. At these budget work sessions the Board of Trustees communicate to staff their direction and changes to the capital and operating budgets. By mid April many of the Board's changes and recommendations are incorporated into the draft budget numbers by the Accounting and Finance Department and each operating department individually, culminating into the submission of a tentative budget to the Department of Taxation (DOT) on April 15th as required by Nevada Revised Statute.

Normally additional changes follow the tentative budget that work their way into the final budget that is signed by the Board of Trustees on the third Thursday or Friday in May and filed with the DOT on or before June 1st. The shaded box indicates the month the activity/activities takes place or begins. The following budget chart gives an overview of the timing of the budget process:

| Nov-10 | Dec-10 | Jan-11 | Feb-11 | Mar-11 | Apr-11 | May-11 | Jun-11 | |
|--------|---|--|--|--------|--------|--------|--------|--|
| | Board of Trustees Strategic Retreat | | | | | | | |
| | Finance and Accounting prepares schedule for budget process | | | | | | | |
| | Capital Project Committee meets to develop capital budgets | | | | | | | |
| | Departments prepare five-year capital plan | | | | | | | |
| | | Lock down Wages sheets for input | | | | | | |
| | | CPC Meets with individual Departments on capital budget | | | | | | |
| | | Board of Trustees Workshop - Department Overviews presented | | | | | | |
| | | Board of Trustees provided with schedule and operating parameters | | | | | | |
| | | Operating Budget meetings with individual District Managers | | | | | | |
| | | New and old CIP data sheets are completed | | | | | | |
| | | | Utility Rate Study Workshop with Board of Trustees | | | | | |
| | | | with Board of Trustees on capital budget at workshop | | | | | |
| | | | with Board of Trustees annual objectives | | | | | |
| | | Departments prepare 2011/2012 operating budget | | | | | | |
| | | | Intercompany agreements are reached with managers | | | | | |
| | | | Department of Taxation provides preliminary revenue projections | | | | | |
| | | | Financial Model is completed including proposed financing | | | | | |
| | | | Draft Budget is presented to the BOT for the workshop | | | | | |
| | | | Personnel restructuring overviews presented | | | | | |
| | | | Department of Taxation provides final revenue projections | | | | | |
| | | | Receive tentative agreement on operating budget from Board of Trustees | | | | | |
| | | | Budget Model is frozen to prepare draft budget | | | | | |
| | | Prepare and file tentative budget with the DOT April 15, 2011 | | | | | | |
| | | Board Budget Workshop April 27, 2011 | | | | | | |
| | | Prepare final Budget Book to distribute to Board and District staff | | | | | | |
| | | Final Board Budget Workshop May 11, 2011 | | | | | | |
| | | May 11, 2011 presented Board operating and capital budgets for their May 20, 2011 adoption | | | | | | |
| | | Required public hearing on Tentative Budget May 20, 2011 | | | | | | |
| | | Approval of the District's Budget Plan (operating and capital) at special Board meeting May 20, 2011 | | | | | | |
| | | Required public hearing on Recreation Roll May 27, 2011 | | | | | | |
| | | Final budget forms are completed and submit to DOT by June 1, 2011 | | | | | | |

See Glossary for acronym descriptions

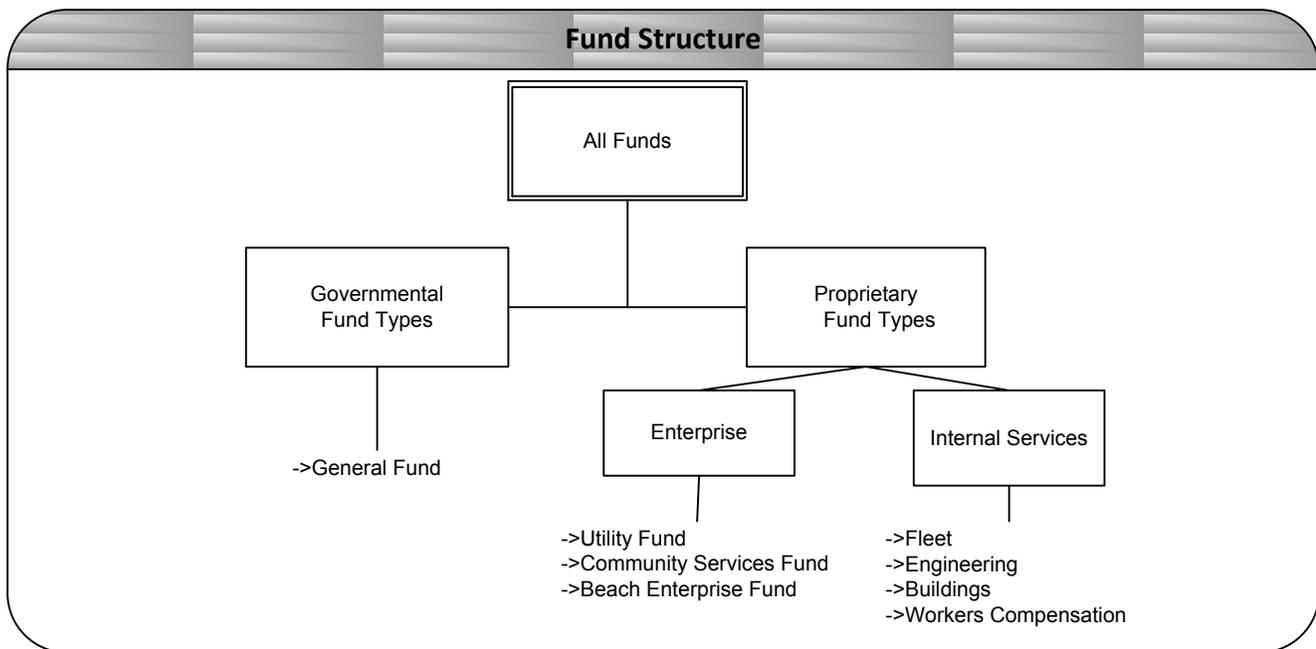
Fund Structure and Budget Basis

The accounts of the District are organized on the basis of funds and account groups, each of which is considered a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expense as appropriate. Fund balance in the General Fund is the difference between assets and liabilities. Resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending is controlled. The various funds are grouped into Governmental Funds and Proprietary Funds. The District does not use appropriations for its funds.

Our Governmental Fund is the General Fund which is the general administration operating fund for the District. This fund accounts for all transactions not recorded in other funds and receives financial support from property taxes, sales taxes, and interfund transfers from the Utility Fund, Community Services Fund, and Beach Enterprise Fund. Expenditures are authorized in the General Fund budget and include such areas as trustees, general manger, accounting, finance, information technology, human resources, risk management, general administration, and community relations.

Proprietary Funds include Enterprise Funds and Internal Services Funds. The enterprise funds are used to account for revenue earned, expense incurred, and net income for business-type functions. These businesses are supported from fees paid by their users. Included in the enterprise funds are the Utility Fund, Community Services Funds, and the Beach Enterprise Fund.

The Internal Services Fund is used to account for the financing of goods and services provided by one department to other departments on a cost reimbursement basis. Included in the Internal Service Fund is use of vehicles and equipment, engineering, buildings maintenance, and Workers Compensation.



The basis for budgeting is Generally Accepted Accounting Principles. Formal budget integration in the financial records is employed to enhance management control during the year for all funds requiring budgets. The Fund Structure chart above details the flow of financial information as compared to the Incline Village General Improvement District Organizational Chart on page 30

that shows the flow of reporting relationships.

Debt Management Policy

During May 2010, Moody's Investor Service upgraded our rating to Aa1 from Aa2 as a result of recalibration in comparisons to other like entities. Moody's recalibrated its municipal ratings scale to align it with the scales assessing the creditworthiness of other types of issuers. This upgrade was part of Moody's plans to standardize the scales so that all borrowers are assessed on the same criteria, and a rating means the same thing regardless of whether the issuer is a city, a sovereign nation, or a retail chain.

Before May 2010 the District's last upgrade came on May 28, 2008 when Moody's Investors Services upgraded the limited tax general obligation bond rating of the Incline Village General Improvement District to Aa2 from Aa3 in conjunction with the sale of District's General Obligation Medium-Term Recreation Bonds, Series 2008 in the amount of \$7 million. The Aa2 rating upgrade reflects the District's affluent service area, stable tax base, well-managed financial operations, improved coverage of debt service by additional pledged revenues, and modest debt burden.

The Board of Trustees has established Policy 14.1.0 Debt Management and Practice 14.2.1 Debt Issuance Limitation to set clear guidelines for borrowing.

Policy 14.1.0 Debt Management: This policy establishes that a comprehensive written debt management practices be administered, and that it is reviewed annually in conjunction with the budget process and revised as necessary. Practice 14.2.1 Debt Issuance Limitations has been established by the Board of Trustees. The Practice ensures that debt, through the issuance of bonded indebtedness, is limited to appropriate levels and that the District will manage outstanding bonds through a measure of affordability. The practice outlines that indebtedness is analyzed and validated by comparing the consequences of the debt issuance against the District's Debt Coverage Ratio. Debt issued for non-utility purposes must remain within a Debt Coverage Ratio of at least 1.5 times. Debt issued for utility purposes must remain within a Debt Coverage Ratio of 1.75 times. The Debt Coverage Ratio is determined by dividing the operating or other available revenues less operating expenses other than depreciation and interest and divide by the annual principal and interest payments. The process of analysis and validation will consider the projected amounts for each year the issue will be outstanding. An acceptable result will include meeting the standard on average over the life of the issue in question. The coverage ratio in any one year cannot go below 1.0. The debt coverage ratio as calculated for the 2011-2012 budget is 2.3, 1.9, and 1.0 for the Utility Fund, Community Services, and the Beach Enterprise Fund, respectively. We allowed the Beach Enterprise Fund to be budgeted at the low end of the debt coverage ratio due to their healthy cash reserves and the ability to keep the Beach Facility Fee down.

District will consider issuing a bond for any non-"utility" project or group of projects only when that totals more than \$2,500,000 and can be repaid within 10 years of issuance, as well as, consider issuing a bond for any "utility" project or group of projects only when that totals more than \$2,500,000 and can be repaid within 20 years of the completion of the project acquisition or construction. The additional time allowed is in recognition of that maturity under the Nevada State Revolving Fund Loan Program. Shorter maturities are preferred whenever feasible.

The District annually completes a debt management policy to fulfill the requirements of Nevada

Revised Statute 350.013.

General Fund capital outlay is handled on a cash basis and is relatively small compared to the overall capital plan. Other considerations, as to whether the District pays cash or uses bond proceeds, are determined by the cost of money, availability of cash, ability to pay current and future debt service, return on investment, health and safety issues, federal mandates, and other lesser factors.

All debt is either General Obligation or Revenue Supported bonds; we have no Ad Valorem supported debt. The District maintains adequate cash reserves and, in combination with operational decisions, to address revenue aberration and to meet all bond obligations.

Debt Limitation and Outstanding General Obligation Indebtedness

Nevada Revised Statutes limits the total principal amount of general obligation debt the District may have outstanding to 50% of the District's total assessed valuation. The District's limit for general obligation debt, based upon the assessed valuation for fiscal year 2011-2012 of \$1,368,961,464 is \$684,480,732. The District has \$16.0 million in general obligation debt and \$2.6 million in revenue supported debt outstanding June 30, 2011, for a total of \$18.6 million.

Statutory Debt Limitation
Last Five Fiscal Years (unaudited)

| Fiscal Year Ending June 30, | Assessed Valuation | Debt Limit | Outstanding and Proposed General Obligation Debt | Additional Statutory Debt Capacity |
|-----------------------------------|-----------------------|-------------|--|--|
| 2011 | 1,368,961,464 | 684,480,732 | 18,646,386 | 665,834,346 |
| 2010 | 1,448,979,941 | 724,489,971 | 21,572,758 | 702,917,213 |
| 2009 | 1,580,606,324 | 790,303,162 | 24,409,327 | 765,893,835 |
| 2008 | 1,877,488,689 | 938,744,345 | 27,171,775 | 911,572,570 |
| 2007 | 1,547,081,848 | 773,540,924 | 22,203,721 | 751,337,203 |

SOURCE: State of Nevada Assessment Standards Division

The Utility Fund, as of June 30, 2011, has outstanding utility related debt totaling \$6.0 million of bonds. The District will pay existing and proposed bonds with the revenues generated from its water and sewer systems. Utility General Obligation and Revenue Bonds are supported by utility revenues. The 2011-2012 budget considers a \$3,000,000 bond to partially fund the Burnt Cedar Water Disinfection Plant project.

Our Community Services Fund and Beach Enterprise Fund normally issues debt for its large capital improvements. The most recent bond issued was on June 18, 2008, the District issued \$7 million in General Obligation Recreation Improvement Bonds for the renovation and improvement of the Diamond Ski Resort Lodge. Outstanding debt, as of June 2011, includes \$12.6 million of bonds related to Community Services and Beach Enterprise Fund. The District will pledge, in the bond resolution, to maintain rates and charges at levels that will provide for payment of operation and maintenance of the facilities and for payment of principal and interest on the proposed bonds. Currently, the Recreation Facility Fee and Beach Facility Fee maintain a component to cover all debt service; Recreation and Beach General Obligation Debt is supported by recreational revenues.

The statutory tax rate limit is \$3.64 per \$100 of assessed valuation. For Fiscal Year 2011- 2012, the overlapping tax rate in Incline Village is \$3.3656 and will not be affected by the issuance of the proposed bonds.

Debt Service is for the principal and interest payments related to District debt which is used to build District assets. The following schedule gives an overview of the budgeted monthly debt service payments totaling \$3,637,657 for Fiscal Year 2011-2012 of which \$2,828,485 is for principal and \$809,172 is for interest expense.

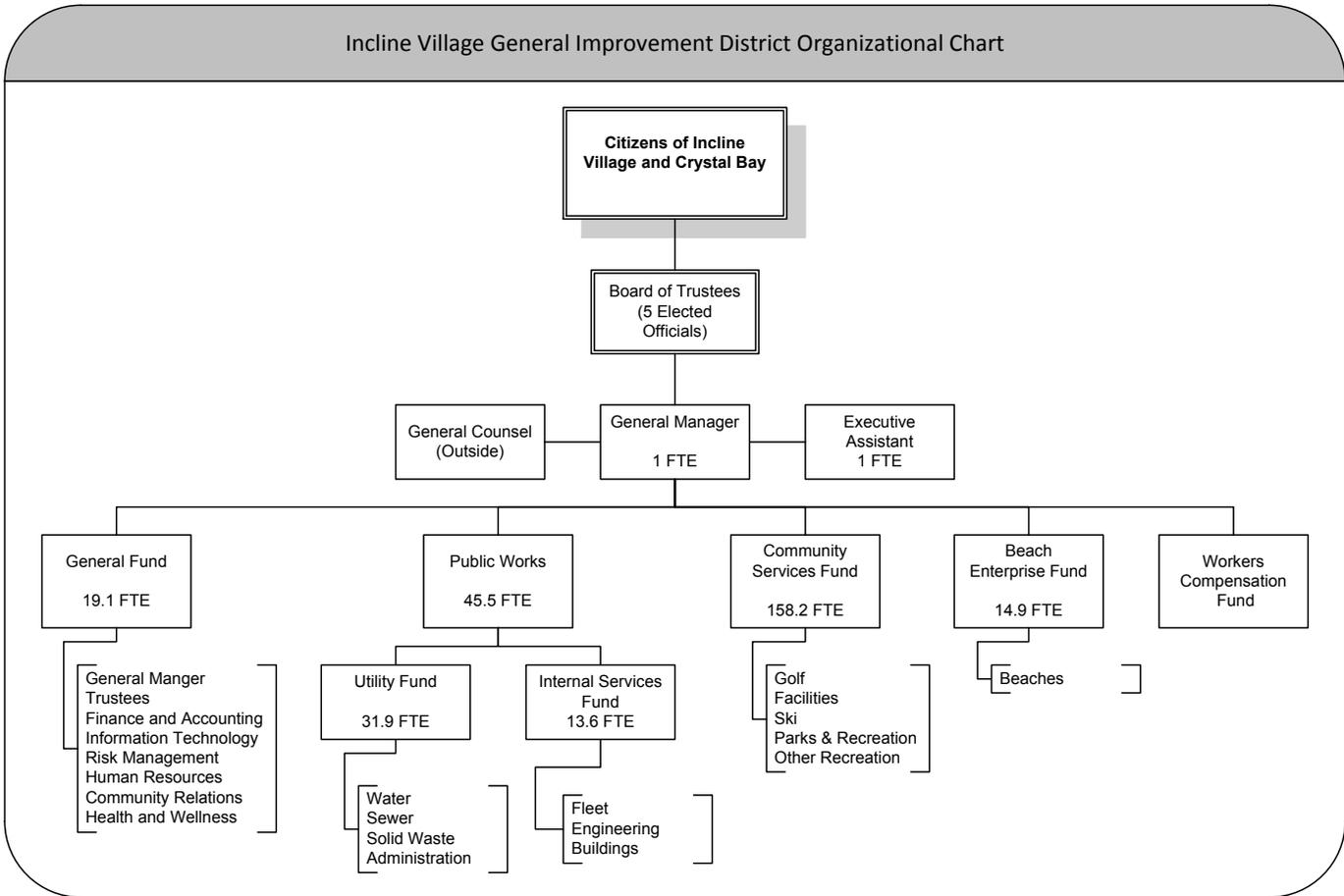
| Debt Service on Bonds 2011-2012 | Monthly Debt Service | | | | | | | | | |
|--------------------------------------|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------|------------------|--|
| | Total | 7/1/2011 | 9/1/2011 | 10/1/2011 | 12/1/2011 | 1/1/2012 | 3/1/2012 | 4/1/2012 | 6/1/2012 | |
| <u>Utility Bonds</u> | | | | | | | | | | |
| 1992 Sewer State Revolving Fund Loan | 320,498 | 160,249 | | | | 160,249 | | | | |
| 2002 Sewer State Revolving Fund Loan | 128,578 | 64,289 | | | | 64,289 | | | | |
| 2003 Water Refunding | 251,565 | | | | 8,283 | | | | 243,283 | |
| 2004 Water State Revolving Fund Loan | 113,648 | 56,824 | | | | 56,824 | | | | |
| 2006 Sewer State Revolving Fund Loan | 207,536 | 103,768 | | | | 103,768 | | | | |
| 2011 Proposed Bonds | 216,600 | | | | | | | | 216,600 | |
| Total Utility Fund | 1,238,425 | 385,130 | - | - | 8,283 | 385,130 | - | - | 459,883 | |
| <u>Community Services</u> | | | | | | | | | | |
| 2002 Recreation and Refunding Bonds | 421,419 | | 340,983 | | | | 80,436 | | | |
| 2003 Medium-Term Recreation Bonds | 718,470 | | 24,235 | | | | 694,235 | | | |
| 2004 Recreation Refunding Bonds | 222,843 | | | 205,298 | | | | 17,545 | | |
| 2008 Recreation Improvement Bonds | 903,600 | | | | 124,300 | | | | 779,300 | |
| Total Community Services | 2,266,332 | - | 365,218 | 205,298 | 124,300 | - | 774,671 | 17,545 | 779,300 | |
| <u>Beach Enterprise Fund</u> | | | | | | | | | | |
| 2002 Recreation and Refunding Bonds | 6,896 | | 5,579 | | | | 1,317 | | | |
| 2004 Recreation Refunding Bonds | 126,003 | | | 116,083 | | | | 9,921 | | |
| Total Beach Enterprise Fund | 132,899 | - | 5,579 | 116,083 | - | - | 1,317 | 9,921 | - | |
| Total All Funds | 3,637,657 | 385,130 | 370,798 | 321,381 | 132,583 | 385,130 | 775,988 | 27,466 | 1,239,183 | |

Performance Measurement

The District uses financial and non-financial performance measures as an integral part of the budget process. Performance measures are used to report on the outputs of each program and are related to the mission, goals and objectives of each department. The budget process was adjusted to be in sync with the Board's strategy workshop, long term goals, and to expand the program measurement section for each department. Each department revisited the current program benchmarks to reestablish their validity as a measurement. In some cases, we still need to develop more meaningful service measures since not all departments have them defined. Examples of some of the financial measurements used by the District are yields, cost per round, cost per visit, and contribution margins. A key non-financial performance measure is the Net Promoter Score (NPS). The information to determine the NPS is gathered through the District's Customer Survey. The District is using the NPS as a key measurement to judge customer loyalty. One of the key questions on the District survey is "How likely are you to recommend Incline Village/Crystal Bay as a vacation destination to your friends, family and colleagues?" This question is also tailored to suit each major recreational venue. The District Customer Survey will provide a means to develop non-financial measurements in addition to the financial ones.

Organizational Chart

A five-person elected Board of Trustees with 4-year terms governs the District. Every other year, two or three of the Trustee terms expire and thus are up for election. At the end of December 2012, three of the five Trustee terms expire. Upon being elected, the new Trustees will assume office on January 1, 2013 or the first board meeting of the new year.



Financial Policies, Practices, and Resolutions

The Board of Trustees has the statutory authority and responsibility to make the final decisions for the District. Much of this is accomplished by Ordinances, Policies and Practice Statements, and Policy Resolutions. The purpose for the ordinances, policies and practice statements, and policy resolutions is to establish broad goals to guide decision making, develop approaches to achieve goals, develop a budget consistent with approaches to achieve goals, and evaluate performance and make adjustments.

The Board of Trustees set goals, priorities and courses of action for the District in response to the particular needs and concerns of their constituents. They are charged with the responsibility of safeguarding the District's assets and providing high quality services that are readily accessible to its residents. Achieving this goal requires clear financial objectives, careful control of operations, management of monetary and physical assets, and working with District Staff.

A balanced budget occurs when total sources of income are equal or exceed the total amount of expenditures from a total sources and uses format. An unbalanced budget, when total uses exceed sources, is acceptable when the desired outcome is achieved when clear financial goals and objectives are set. An example of a planned outcome this year is the Board of Trustees adopted a 2011-2012 total sources and uses budget of a negative \$819,532 for the Utility Fund. This is a planned outcome to draw down the Utility Fund for amounts previously collected in a prior year and therefore did not produce a balanced budget as defined above. Though this draw down of reserves created an unbalanced budget, it is by design and planned to generate a deficit or use of funds. This is the outcome we budget to achieve and is acceptable.

Ordinances set District rates, rules, and regulations as they apply to the operations of the District and service charges to the District's customers. Currently there are four active ordinances; they are as follows:

- Ordinances 1 - An Ordinance Establishing Regulating Solid Waste Matter and the Collection, Removal and Disposal thereof.

This ordinance outlines the process of how trash rates are updated and determined each year, as well as, how service is provided by our Utility Fund. The District has entered into a Franchise Agreement with a third party to provide this service. The franchise agreement provides for an annual increase based on predetermined parameters.

- Ordinance 2 – An Ordinance Establishing Rate Rules and Regulations for Sewer Service by the Incline Village General Improvement District:

This ordinance outlines the process of how sewer rates are determined each year, as well as, how service is provided within by our Utility Fund.

- Ordinance 4 – Rules and Regulations for Water Service by the Incline Village General Improvement District.

This ordinance outlines the how water rates are determined each year and how service is provided within our Utility Fund.

- Ordinance 7 – An Ordinance Establishing Rate Rules and Regulations for Recreation Passes and Recreation Punch Cards by the Incline Village General Improvement District.

This ordinance addresses fees and charges for the District’s recreational business type activities; such as, our beaches, golf, ski, parks, and other recreational venues. This ordinance outlines fee structures and application of such fees on the users.

Our most recent changes to Ordinances 2 and 4 took place at the adoption of our annual budget on May 20, 2011. The revision and updating of Ordinance 7 is currently on hold pending outstanding litigation.

Policy and Practice Statements represent best business practices as they apply to the District. A policy statement is set by the Board of Trustees, is the highest authorization level, is broad and sweeping, and provides for sound financial and management practices. The Practice statement is approved by the Board of Trustees and provides a framework for the procedure which is the execution of the higher level policy statement.

The following are the current Policy and Practice Statements approved by the Board of Trustees. The District will continue to expand the policy and practice statements as needed.

- Policy 1.1.0 Strategic Planning: This policy 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, broad organizational goals and sets key steps to execution. The policy outlines the need to initiate the strategic planning process, prepare a mission statement, assess environmental factors through a “SWOT” (Strengths, Weaknesses, Opportunities, and Threats) analysis, identify critical issues, agree on a small number of broad goals, develop strategies to achieve broad goals, create an action plan, develop “SMART” (specific, measurable, attainable, reachable and timely) objectives, incorporate performance measures, obtain approval of the plan, implement the plan, monitor progress, and finally to reassess the strategic plan. The Board of Trustees meets annually, usually in November, to begin the cycle of strategic planning.
- Policy 2.1.0 Business Relations and Financial Standards: This policy states that the Board of Trustees will maintain a set of Goals under the Strategic Planning Process. These Goals will include at a minimum an element for each of the following areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The annual objectives that tie to this policy can be found in the Introduction Section on page 22
- Policy 3.1.0 Conduct of Meetings of the Board of Trustees: This policy allows the Board of Trustees to fix the time and place of the regular meeting of the Board of Trustees of the Incline Village General Improvement District, provide the manner in which special meetings of said District may be called, designate an official mailing address, and establish the order of business and rules for proceedings of the Incline Village General Improvement District, Washoe County and State of Nevada. It addresses regular meetings, special

meetings, meeting places, holidays, order of business, rules of proceedings, assures that Robert's Rules are followed, agenda preparation, reconsideration, public participation, offices of the Board, authorization to sign checks, facsimile signature, payment of bills, consent calendar, authorization for fund transfers, advisory committees, and legislative matters.

- Policy 4.1.0 Performance Measurement for Decision Making: This policy states that program and service performance measures will be developed and used as an important component of long term financial planning and decision making. It is linked to the budgeting and performance measures as an integral part of the budget process. The expectation is that meaningful performance measures are produced and expanded as identified.
- Policy 5.1.0 Budgeting for Results and Outcomes: This policy establishes parameters to achieve the objective of integrating performance into the budgetary process. This policy addresses how to determine how much money is available, how results are prioritized, and how resources among high priority results are allocated. This analysis is used to determine what strategies, programs, and activities will best achieve desired results, budget available dollars to the most significant programs and activities, set measures of annual progress, monitor and provide feedback, verify and communicate performance results. The District Finance and Accounting Department is involved in this process every step of the way.
- Policy 6.1.0 Adoption of Financial Practices: This policy establishes that the District will maintain the following practices: 1) financial planning as it pertains to a balanced budget, long-range planning, and asset inventory; 2) revenue, and expenditure as it pertains to revenue diversification, fees and charges for services, use of one-time revenue and use of unpredictable revenues; 3) expenditures for debt capacity, issuance and management of debt service, reserve or stabilization accounts, and operating and capital expenditure accountability. Note: The District continues to expand the practices in the three areas of financial planning, revenue, and expenditures. The Finance and Accounting Staff reviews the practices to ensure continued relevance and to identify any gaps that should be addressed with new practices. The results of the review are shared with the Board of Trustees during the review of the proposed budget.
- Policy 7.1.0 Appropriate Level of Fund Balance: This policy addresses maintaining a formal practice on the level of fund balance that should be maintained in the General Fund.
- Policy 8.1.0 Establishing the Estimated Useful Lives of Capital Assets: This policy addresses the estimated useful lives of the District's capital assets and the approach taken. Normally, it is the District's own past experience with similar assets that guide the estimated useful lives. In situations where the documentation of the District's own past experience for a given type of capital asset, is not adequate for this purpose, the District will consider the experience of other governments, professionally determined specifications and private-sector enterprises. The following factors are also considered: quality, application of the asset, environmental conditions that impact the life, matching the asset to the department use, and maintenance of the asset.
- Policy 9.1.0 Establishing Appropriate Capitalization Thresholds: This policy addresses the guidelines in establishing capitalization thresholds and the estimated useful life. It addresses that the potentially capitalizable items should only be capitalized if they have an

estimated useful life of greater than two years following the date of acquisition or placed into service; and that capitalization thresholds are best applied to individual items rather than to groups of similar items (e.g., desks and tables), unless the effect of doing so would be to eliminate a significant portion of total capital assets. In no case will the District establish a capitalization threshold of less than \$5,000 for any individual item. In establishing capitalization thresholds when the District is a recipient of federal awards, federal requirements, that prevent the use of capitalization thresholds in excess of certain specified maximum amounts for federal reimbursement, will prevail.

- Policy 10.1.0 Use of Local Government Investment Pools: This policy outlines items for consideration when using Local Government Investment Pools (LGIPs); such as, the investment eligible under governing laws and that the District fully understands the investment objectives, legal structure and operating procedures of the investment pool before placing any money in the pool.
- Policy 11.1.0 Investment Management: This policy addresses that the District properly managing the risk in its portfolios to achieve investment objectives and comply with investment constraints. This is accomplished by carefully and clearly defining what the objectives mean for safety, liquidity, and return to the District, preparing a cash flow projection to determine liquidity needs and the level and distribution of risk that is appropriate for the portfolio, considering political climate, stakeholders' view toward risk and risk tolerances, ensuring liquidity to meet ongoing obligations (investing a portion of the portfolio in readily available funds, such as Local Government Investment Pools, money market funds, or overnight repurchase agreements), establishing limits on positions in specific securities to protect against default risk, limiting investments in securities that have higher credit and/or market risks, defining parameters for maturity/duration ranges and establishing a targeted risk profile for the portfolio based on investment objectives and constraints, risk tolerances, liquidity requirements and the current risk/reward characteristics of the market.
- Policy 12.1.0 Multi-Year Capital Planning: The District will prepare and adopt comprehensive multi-year capital plans to ensure effective management of capital assets. It is the District's opinion that a prudent multi-year capital plan identifies and prioritizes expected needs based on a community's strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs. The capital plan should cover a period of at least five years, preferably ten or more. This is accomplished by identifying needs, determining costs, prioritizing capital requests, and developing financing strategies. Currently, the District has taken the multi-year capital planning to twenty years. See Capital Budget Section on page 51 for a detailed write up on the planning process.
- Policy 13.1.0 Capital Project Budgeting: This policy insures that the District prepares and adopts a formal capital budget as part of their annual budget process. The capital budget is directly linked to, and flows from the Multi-Year Capital Improvement Plan. The capital budget is adopted by formal action of the Board of Trustees, either as a component of the operating budget or as a separate capital budget. It will comply with all state and local legal requirements by preparing and adopting a capital budget and reporting on the capital budget.

- Policy 14.1.0 Debt Management: This policy establishes a comprehensive written debt management practice that it is reviewed annually in conjunction with the budget process and revised as necessary. It establishes debt limits, debt structuring practices, issuance practices, and the management of debt.
- Policy 15.1.0 Audit Committee: Each year this policy allows, the Board of Trustees to establish the need for an audit committee and appoint no less than three members to such committee. Members of the audit committee should be current Board members. As a general rule, no one having managerial responsibilities that fall within the scope of the audit should serve as a member. It establishes that the independent accountant report directly to the audit committee, the scope of the audit committee’s authority and responsibilities, and the structure of the audit committee.
- Policy 16.1.1 Recreation Roll: This policy supports the establishment and eligibility to pay the Recreation Facility Fee and, where applicable, the Beach Facility Fee. It sets the prescribed Recreation Facility Fee and the Beach Facility Fee to all qualifying real properties within the boundaries of the District and in one of the following categories: 1) all dwelling units on developed residential parcels; 2) all commercial parcels; and 3) all undeveloped residential parcels which are not designated as unbuildable.
- Policy 17.1.0 Appropriate Level of Working Capital: The District will maintain a formal practice on the level of working capital that should be maintained in the Utility, Community Services and Beach (Enterprise) Funds. Working capital is defined as current assets minus current liabilities; the District will consider certain characteristics of working capital that affect its use as a measure. Specifically, the “current assets” portion of working capital includes assets or resources that are reasonably expected to be realized in cash (e.g., accounts receivable) or consumed (e.g., inventories and prepaid expenses) within a year.

The following Practice statements support the high level Policies set by the Board of Trustees.

- Practice 7.2.0 Appropriate Level of Fund Balance: (Relevant Policies 1.1.0 Strategic Planning, 7.1.0 Appropriate Level of Fund Balance, 12.1.0 Multi-Year Capital Planning, and 13.1.0 Capital Project Budgeting, 14.1.0 Debt Management): This practice sets the parameter to maintain Fund Balance in the General Fund and each governmental fund type in a manner which provides for contractual and bond and customer service obligations while meeting its routine and non-routine cash flow requirements and complying with all federal, state and local statutes and regulations. The General Fund must meet the minimum balance requirements under Nevada Administrative Code Section 354 (4% of operating expenses).
- Practice 9.2.0 Capitalization of Fixed Assets: (Relevant Policies: 8.1.0 Establishing the Estimated Useful Lives of Capital Assets and 9.1.0 Establishing Appropriate Capitalization Threshold for Capital Assets). This practice sets the capitalization thresholds and useful lives for asset classes. It also outlines the physical control to be exercised over District assets.

| <u>Asset Class</u> | <u>Minimum cost</u> |
|----------------------------------|---------------------|
| Equipment | \$ 5,000.00 |
| Structures and Land Improvements | \$10,000.00 |

In addition to cost, all of the following criteria shall also be used; 1) The normal useful life of the item is three or more years, 2) The item has an acquisition cost (including freight and installation) of at least the amounts listed above in each asset class, 3) The item will not be substantially reduced in value by immediate use, 4) In case of repair or refurbishment, the outlay will substantially prolong the life on an existing fixed asset or increase its productivity significantly, rather than merely returning the asset to a functioning unit or making repairs of a routine nature, and 5) The capitalization threshold is applied to individual items rather than to groups of similar items (e.g. desks and tables).

- Practice 11.2.0 Investment Management: (Relevant Policies: 10.1.0 Use of Local Government Investment Pools and 11.1.0 Investment Management): This practice outlines the District's ability to invest public funds in a manner which provides the highest investment return consistent with the need for safety and liquidity while meeting its routine and non-routine cash flow requirements and complying with all federal, state and local statutes and regulations governing the investment of public funds. The primary investment objective is to obtain the maximum investment return in light of the following constraints: safety, risk, liquidity, cash flow requirements and operating within the guidelines of statutes and regulations.
- Practice 13.2.0 Capital Expenditure: (Relevant Policies: 1.1.0 Strategic Planning, 9.1.0 Establishing Appropriate Capitalization Threshold for Capital Assets, 12.1.0 Multi-Year Capital Planning and 13.1.0 Capital Project Budgeting.) This practice outlines the authority and decision making responsibilities, financing resources and project life cycle for capital spending. It outlines clear levels of Trustees, General Manger, and operations staff duties as to planning, feasibility, scheduling, funding, design/specification, and constructing/acquisitions.
- Practice 14.2.0 Debt Management: (Relevant Policies: 11.1.0 Investment Management and 14.1.0 Debt Management and Limits.) This practice ensures that debt principal and interest payments are made on a timely and cost effective basis.
- Practice 14.2.1 Debt Issuance Limitations: (Relevant Policies: 11.1.0 Investment Management and 14.1.0 Debt Management and Limits.) This practice is to ensure that debt, through the issuance of bonded indebtedness, is limited to appropriate levels and the District will manage outstanding bonds through a measure of affordability as stated in the practice (such as, debt issued for non-utility purposes must remain within a Debt Coverage Ratio of at least 1.5 times). Debt issued for utility purposes must remain within a Debt Coverage Ratio of 1.75 times. Issuing a bond for any non-"utility" project or group of projects only when that is more than \$2,500,000, and can be repaid within 10 years of issuance and issuing a bond for any "utility" project or group of projects only when that is more than \$2,500,000 and can be repaid within 20 years of the completion of the project acquisition or construction.
- Practice 17.2.0 Appropriate Level of Working Capital: RELEVANT POLICIES: 1.1.0 Strategic Planning, 12.1.0 Multi-Year Capital Planning, and 13.1.0 Capital Project Budgeting, 14.1.0 Debt Management, 17.1.0 Appropriate Level of Working Capital: This practice is to maintain Working Capital in each Enterprise Fund in a manner which provides for contractual, bond and customer service obligations, while meeting its routine and non-routine

cash flow requirements and complying with all federal, state and local statutes and regulations.

Policy Resolutions express the opinion, intention, or recognition by the Board of Trustees regarding District matters. The policy resolutions relating to financial matters are to be rescinded and converted into the current format of the Policies and Practice Statements that represent best business practice. Some policy resolutions have been repealed and replaced with Policy and Practice statements. The following Policy Resolutions impacting financial results are still in effect:

- Policy Resolution 110 Policy Statement on Community Relations Expenditures. The purpose of this policy resolution is to ensure proper and frugal expenditure of public dollars for requests for financial participating in community events. The cash expenditure for any one event is set at \$1,000, and must be related to a purpose authorized by Nevada Revised Statutes 318, sponsored by a local non-profit group, a one-time event, and the District's participation must be unique and not merely a contributor to a community fund-raising drive.
- Policy Resolution 126 Deposits, Fees and Regulations for Facility Rental. This policy resolution is to bring consistency through the District on collection of deposits, fees, and regulating the use of District facilities.
- Policy Resolution 132 Fundraising/Donation Activities at IVGID (District) Facilities: The purpose of this policy resolution is to establish a process and procedures by which the District donates the use of District facilities. This policy allows an organization to request the donation of a District facility. They must be a qualified, non-profit, volunteer organization or activity based in Incline Village/Crystal Bay, North Tahoe Region, government agency, or a local school that administers and conducts the activity themselves. The request will be considered on a first-come, first-served basis and use of District facilities will be evaluated on a venue by venue basis balancing capacity and the resident's needs as the key criteria. The activity must not be for commercial or personal gain with the exception that business collaboration results in advertisements and its benefit to business. The activity must be overseen by the sponsoring organization and a lead individual identified to handle details up to and through the day of the event. This person must be someone who is in attendance at all times the day of the event. IVGID will have no responsibility for the administration of the event or for the funds collected by the activity.
- Policy Resolution 1801 A policy for the provision of records to the public and an appointed of a District Public Records Officer. This policy resolution aligns the District public request with the Nevada Revised Statute 239, Nevada Public Records Law and Nevada Revised Statute 241, Nevada Open Meeting Law.

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This section contains general information about budget highlights and parameters set to develop the budget. It also contains general information on revenue, other financing sources, and expenditures. For more detailed information by department please go to their respective sections.

Budget Highlights and Parameters

The budget highlights directs the focus to how the individual departments budgeted for net sources or uses and capital spending.

The following is a list of budget highlights:

- The District overall has budgeted \$478K net uses over sources.
- The District overall is projecting to end 2010-2011 and 2011-2012 the year with cash and investments of \$16.3 million and \$15.7 million respectively.
- The District will be paying down \$2.7 million in outstanding bonds.
- The General Fund (GF) operating rate increases from .0806 to .1129 as determined by Nevada Revised Status.
- The General Fund ad valorem tax is \$1.4 million. The consolidated sales tax has been budgeted to drop by 1.67% or \$17K.
- Utility Fund has budgeted for a \$820K uses over sources.
- Utility capital improvements are budgeted at \$6.8 million which includes water capital projects of \$4.0 million sewer capital projects of \$2.8.
- Utility Fund is budgeted to received \$3.5 million in capital grants.
- The Championship Golf Course has budgeted for \$829K net uses over sources and is allocated \$47 of the Recreation Facility Fee. Capital projects are budgeted at \$149K.
- The Mountain Golf Course has budgeted for \$128K net uses over sources and is allocated \$20 of the Recreation Facility Fee. Capital projects are budgeted at \$117K.
- The Facilities Department has budgeted for \$452K net uses over sources and is allocated \$59 of the Recreation Facility Fee. Capital projects are budgeted at \$14K.
- The Diamond Peak Ski Resort has budgeted for \$476K net uses over sources and is allocated (\$35) of the Recreation Facility Fee. Capital projects are budgeted at \$467K.
- The Parks and Recreation Department has budgeted for \$3.0 million net uses over sources and is allocated \$377 of the Recreation Facility Fee for its operations of Parks, Tennis, Youth Programs, Adult Programs, Senior Programs, and Recreation Center.
- The Parks and Recreation Department capital improvements are budgeted at \$2.7 million which includes restoration work at Incline and Third creeks that are 100% funded from grants and individual contributions.
- The total Recreation Facility Fee that supports Community Services operations is \$715.
- \$40 of the Recreation Facility Fee is to build reserves in the Community Services Fund
- The Beach Facility Fee that supports the Beach Enterprise Fund is \$115.

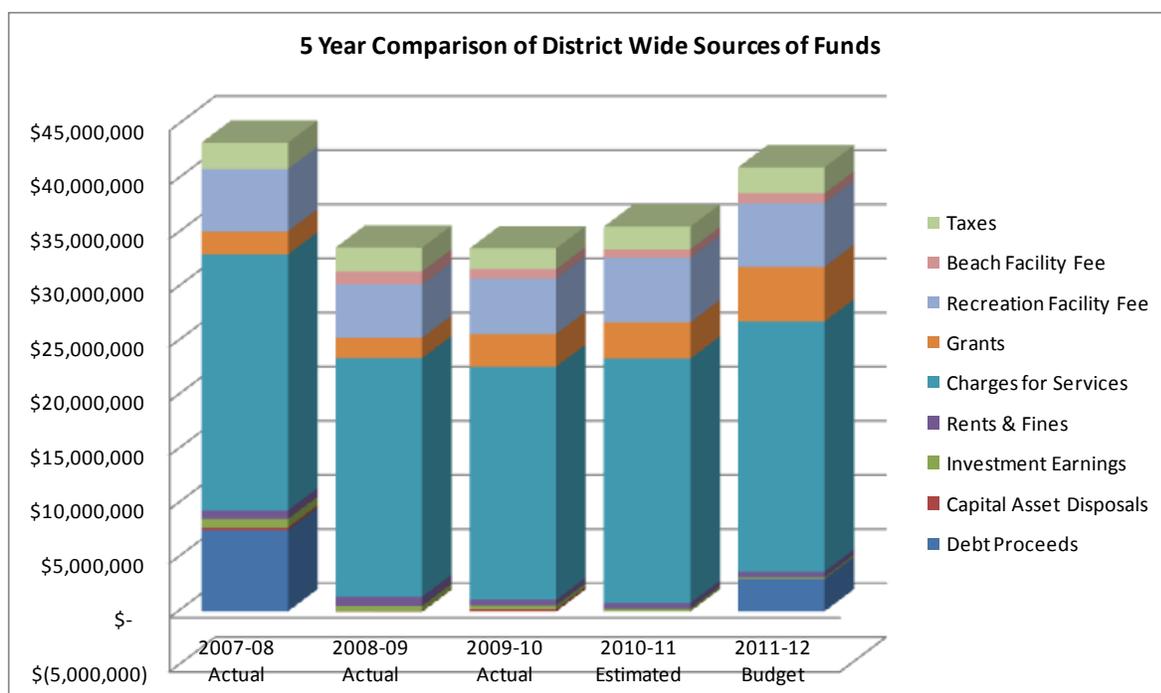
The Following budget parameters were established at the beginning of the budget process as a guideline for District staff to follow:

| Budget Parameters | % Increase | Approximate Impact |
|--|-------------------|--------------------|
| Wages – CPI and at risk merit increase | 2% | \$173,400 |
| Health Insurance | Tiered Policy 10% | \$107,500 |
| (1) Unemployment cost | 19% | \$53,400 |
| Property and Liability Insurance | -12% | (\$59,500) |

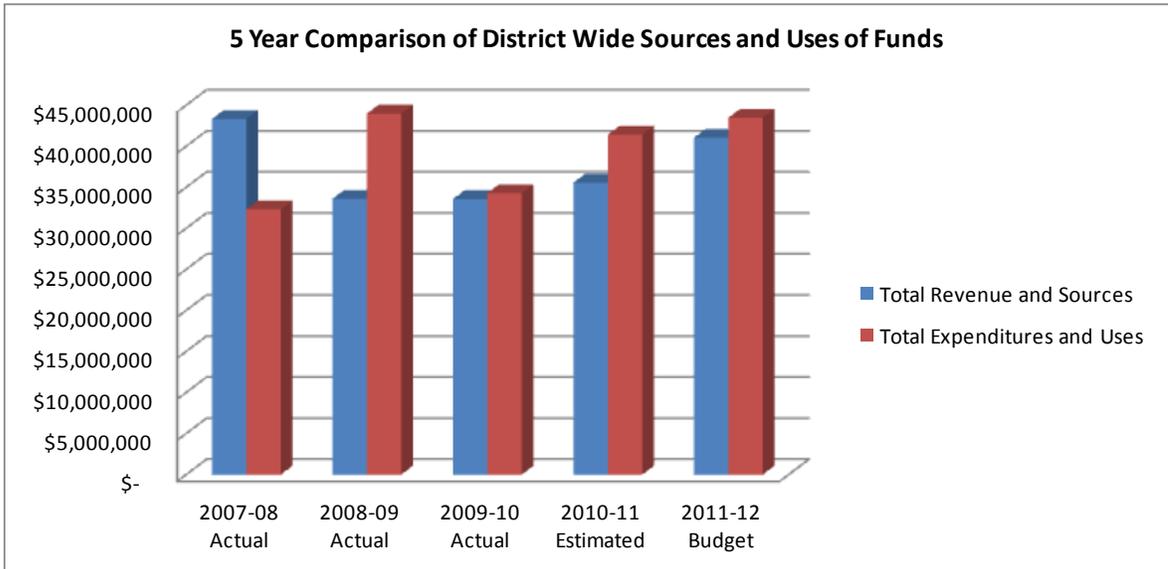
(1) Impacted by Unemployment extension legislation due to the economic condition and high unemployment.

Budget Summary – All Funds

The following series of graphs, tables and charts show All Funds combined. A five year look at District wide funding sources is shown in the following bar chart.

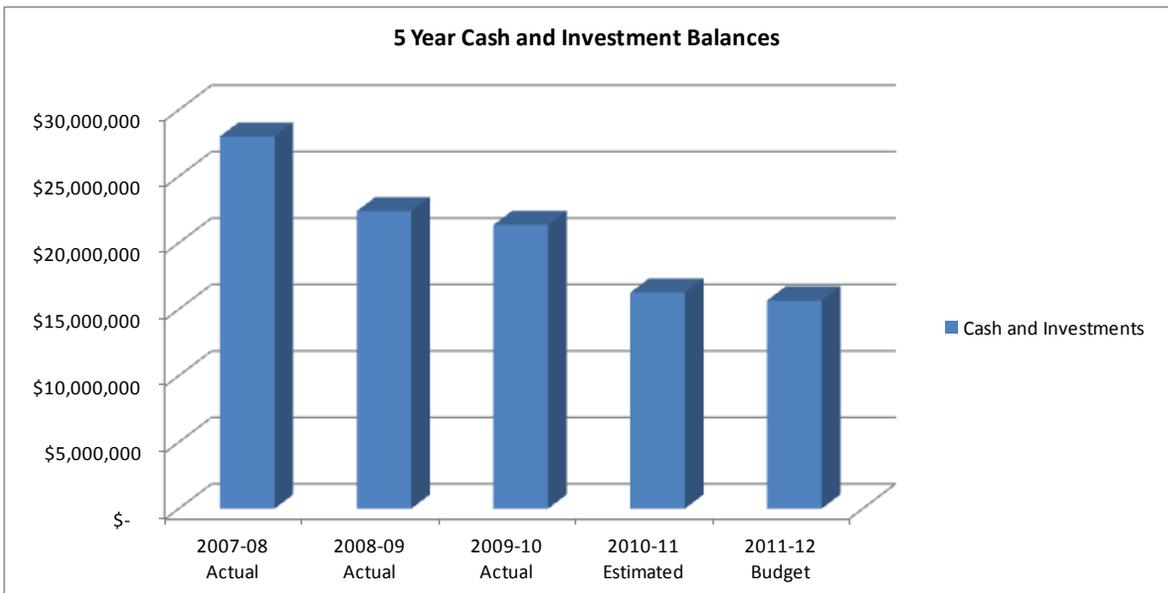


The District is budgeting for a net decrease in District wide sources of funds of \$2.28 million from 2007-08 actual to 2011-12 budget. This change can be attributed to a variety of factors; however we have experienced significant decreases in investment earnings over the last 5 years which are down 79%, Rents and Fines are down by 36%, Charges for Services are down by 2%, while the combined Recreation and Beach Facility Fee's are up 18%. Another large decrease is due to 60% difference in Debt proceeds between 2007-08 and 2011-12. Those two years are the only ones where Debt Service was budgeted in the five years being compared and in 2007-08 it was the Community Services Fund that borrowed money and in 2011-12 it is the Utility Fund. Also, we have budgeted \$5.0 million in capital grants and individual contributions for capital projects which is 12% and the Facility Fee's which total 16% of the District wide sources of funds.

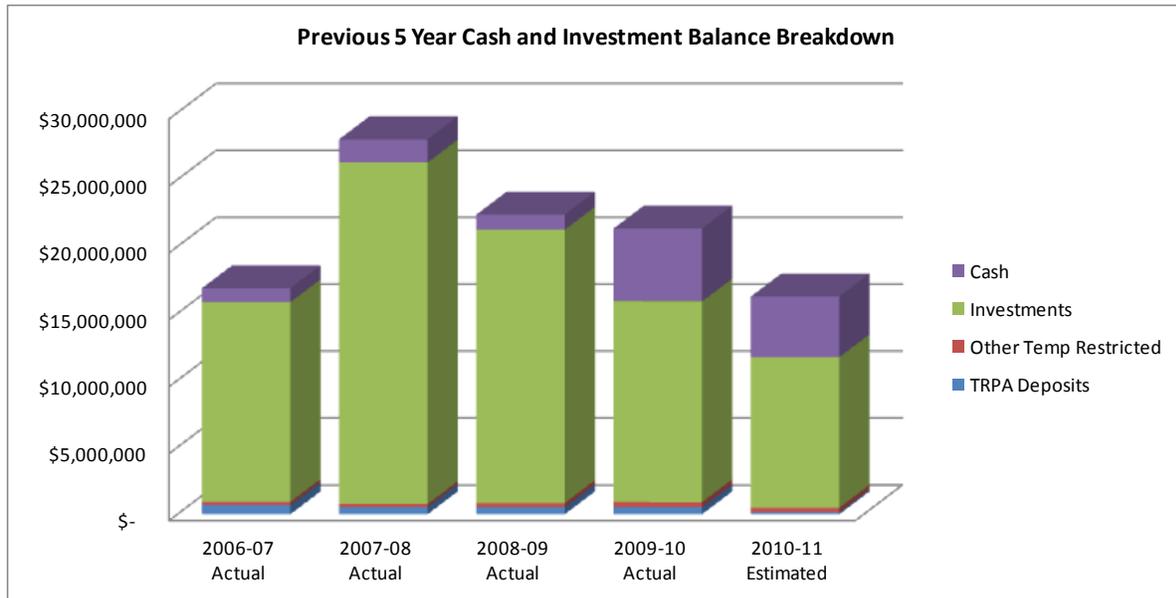


The above bar graph of District Wide Sources and Uses of Fund shows uses exceeding sources. This is largely due to the planned capital expenditures in the Utility. Note that the bracketed uses from the budget schedules are not included on the graph.

A history of total District wide cash and investment balances is shown in the following bar chart. The first bar chart shows the five years ending cash and investment balances for 2007-08 through what is projected for ending 2011-12. We project to end 2011-12 with approximately \$15.7 million in cash and investments drawing down overall cash investments by \$600,000 for capital projects.



The next bar chart shows cash and investments broken out by how they are classified on the District's balance sheet for the previous five years.



The spike in 2007-08 is largely due to the 7.5 million in debt proceeds received in mid-June 2008 for ski capital projects later used and the contribution to cash and investments due to the great ski season. Tahoe Regional Planning Agency (TRPA) deposits are security deposits set aside for various construction projects that the District places on hold with the Local Government Investment Pool (LGIP). These deposits cannot be released without TRPA authorization. Other Temp Restricted is money put aside for a specific use. Investments and cash are what are available for normal operations, capital, and debt service needs of the District.

Revenue Sources

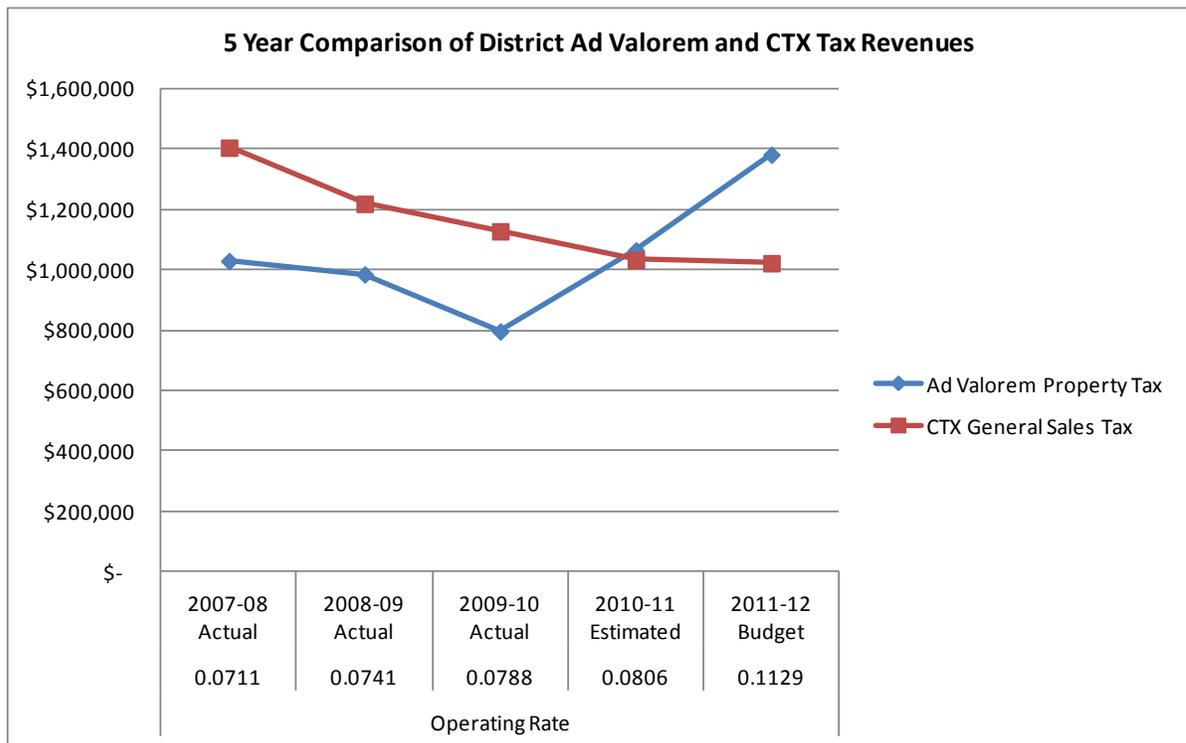
General Fund revenue sources come from Ad Valorem Property Tax and Consolidated taxes (CTX). The amount of Ad Valorem Property Tax received (also known as real property tax) is determined by Nevada Revised Statutes Chapter 361 and determines the procedure for assessment and levy of taxes on real and personal property in Nevada. The State of Nevada enacted property tax limitation legislation in the 2005 legislative session. In general, this legislation limits the amount of tax liability for an owner occupied single-family residence and certain rental properties to 3% of the prior year tax, assuming no new improvements were made to the residence. The legislation also limits other properties not otherwise qualifying for the 3% limitation to an 8% increase in tax liability.

CTX is collected through the General Fund and is made up of several elements including the Basic City-County Relief Tax (SCCRT), Cigarette Tax, Liquor Tax, Real Property Transfer Tax, Sales Tax and Government Service Tax. The BCCRT and SCCRT are components of sales tax. CTX is distributed to the District according to a statutory formula described in NRS 360.600 through 360.740.

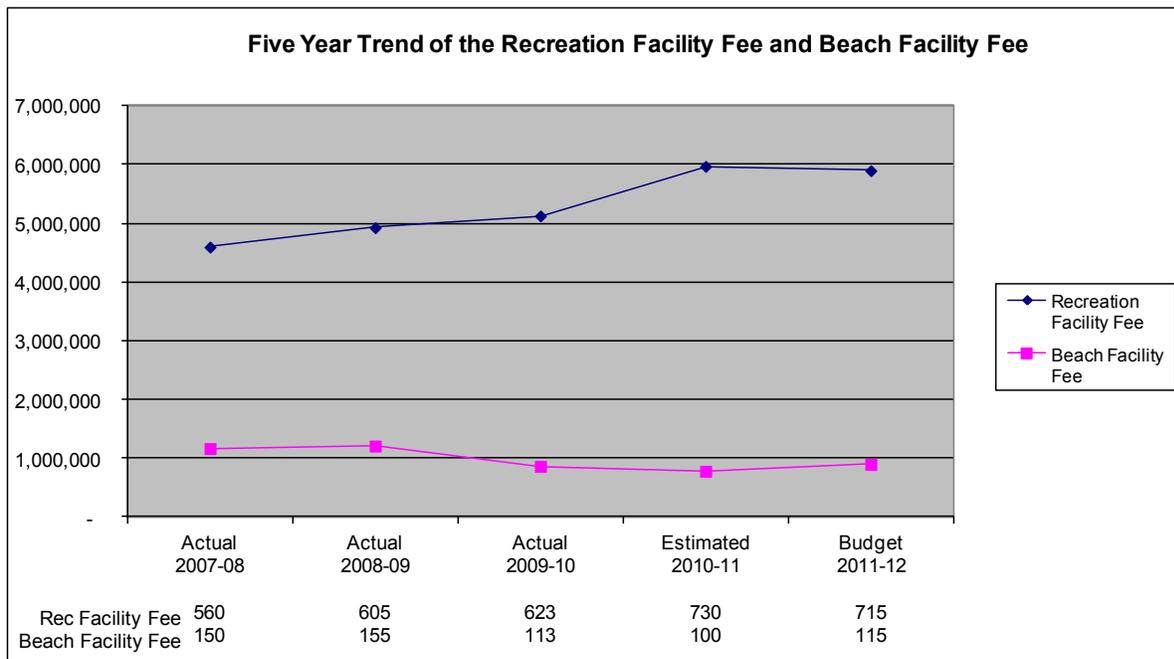
The following line graph shows five years of Ad Valorem and CTX taxes. Ad Valorem decreased in 2009-2010 because of two things. The tax revolt in Incline Village has required that

the district rebate Ad Valorem revenue from prior years and the drop in property values has reduced projected revenues as well. As the chart below shows 2010-2011 Ad Valorem had a modest increase and substantially in 2011-12 due to the Supplement County City Relief Tax (SCCRT) make up formula projected by the Department of Taxation for the year under budget. The SCCRT make up formula was put into law in 1981 when the tax shift between Northern and Southern Nevada took place. Each year a SCCRT tax make up formula is applied and if any amount is due the District it is included in the annual Ad Valorem taxes. Because the amount projected by the Department of Taxation is much larger than recent years (\$307,294) we have gone back and relooked at the statutes and discussed the SCCRT makeup with the Department of Taxation and have been assured it is an accurate projection. This year 2010-2011 the SCCRT make up amount is \$97,591 and is projected to be \$404,885 for 2011-2012.

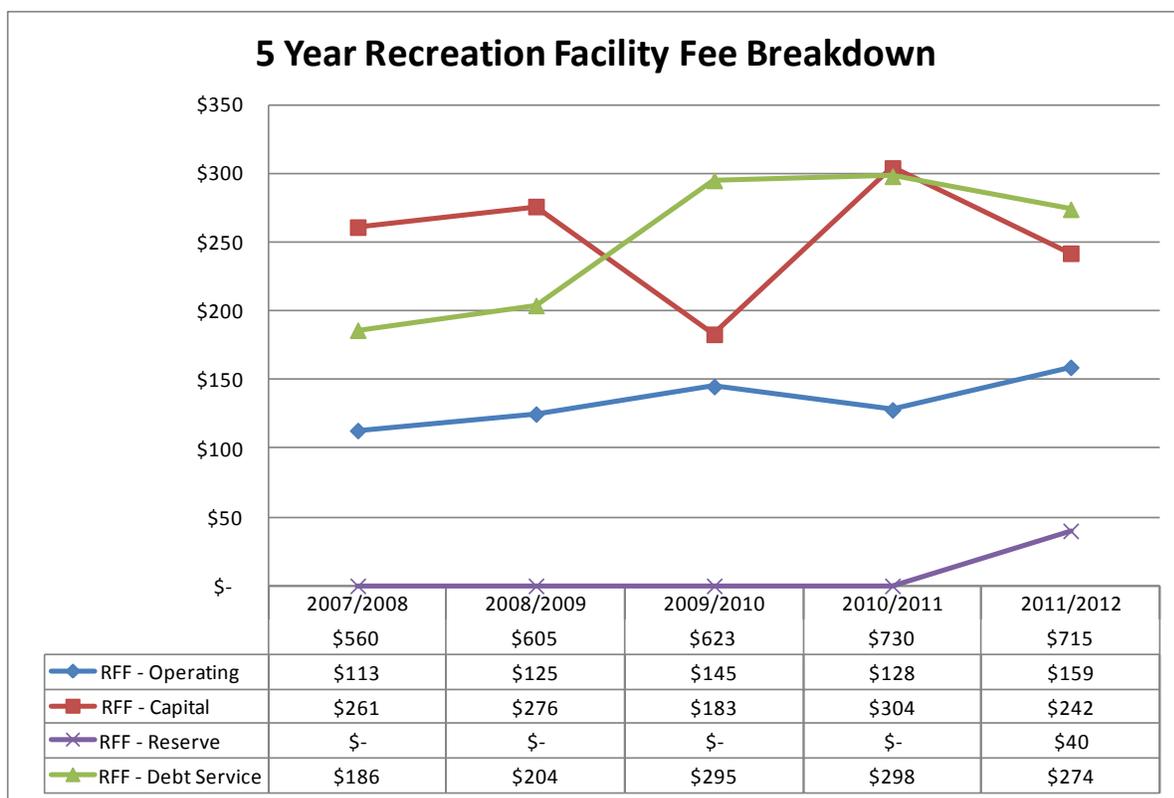
On July 7, 2011, the Nevada Supreme court denied Washoe County’s appeal of a lower court’s decision that ordered the County Treasurer to pay refunds, with interest, to approximately 8,700 Incline Village/Crystal Bay residential taxpayer, based upon the Washoe County Board of Equalization’s 2006 decision to roll back the taxpayer’s 2006-2007 property tax valuations to 2002-2003 levels. The District has \$270,000 accrued of the District’s estimated \$1,000,000 portion of the court ordered refunds of property tax. Currently the remaining \$730,000 is unbudgeted and unfunded in the 2011-2012 budget and is under discussion with the Board of Trustees.



The Recreation Facility Fee and Beach Facility Fee are the annual charges assessed by the District to support recreation programs and facilities for the Community Service and Beach Enterprise Fund. It is assessed by the District annually and collected by Washoe County on the property tax bills. The following line graph shows five years of the Recreation Facility Fee and has been restated for the Beach Facility Fee.

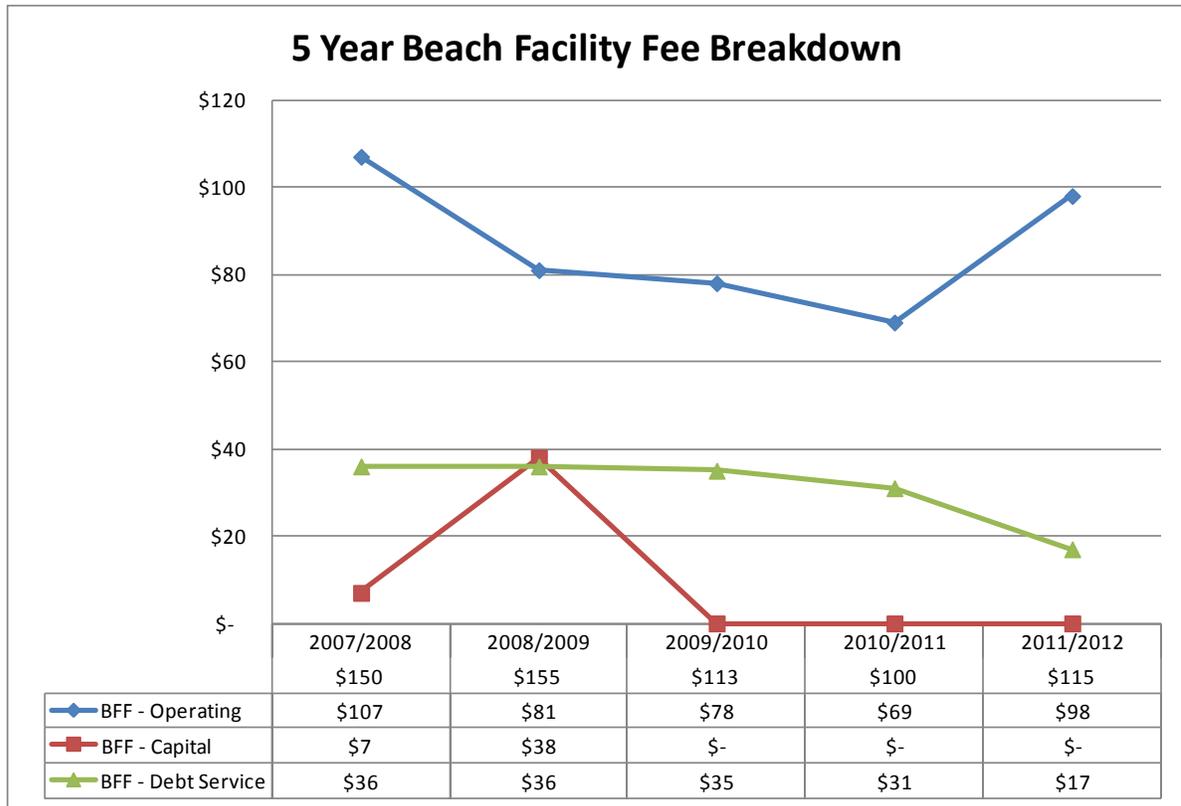


The following line graph shows five years of the Recreation Facility Fee and has been restated for the Beach Facility Fee by their individual components of operating, capital and debt service.



The Recreation Facility Fee graph demonstrates the volatility of the capital component of the Recreation Facility Fee. The debt service component increases in 2009-2010 due to the new borrowing for ski capital projects. In 2011-2012 we added \$40 per parcel to increase reserves in the Community Services Fund.

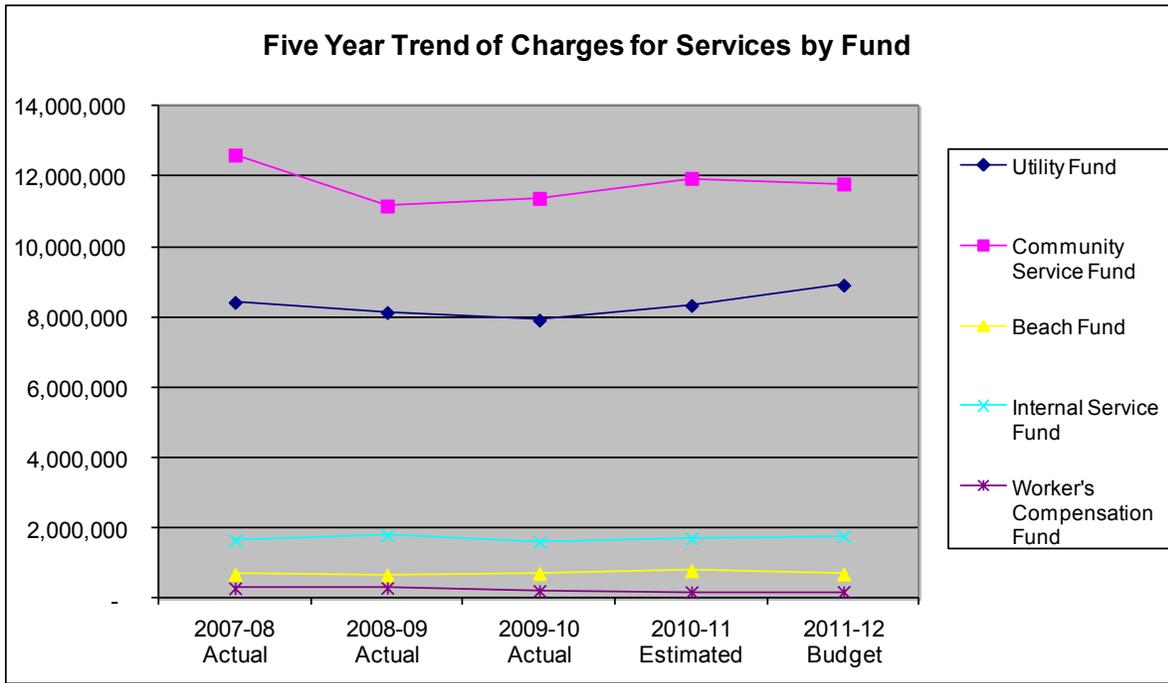
The Beach Facility Fee graph demonstrates the volatility of the capital component of the Beach Facility Fee. In the 2011-2012 zero dollars are collected for capital since the Beach Enterprise Fund continues to have adequate cash to pay for capital. The reason for the increase in the operating component of the BFF is because we shifted the impact of the property owner discount for the punch cards used at the beaches from the Community Services Fund to the Beach Enterprise Fund.



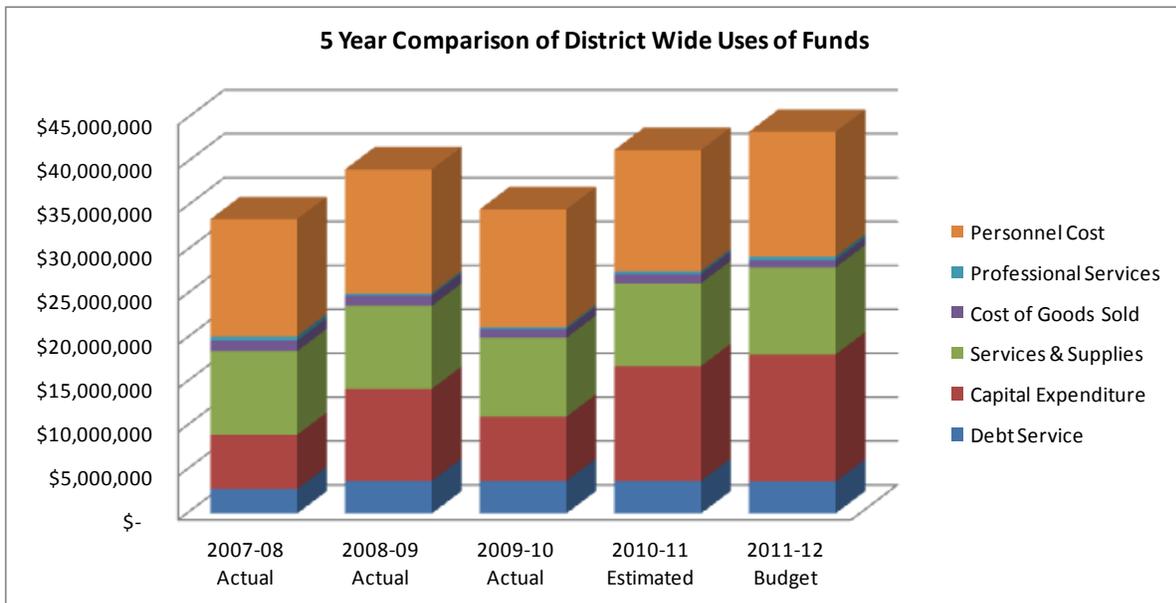
The District benefits from both operating and capital grants. Operating grants can come from a variety of sources. In the past they have come from the State of Nevada and Washoe County. Once again we did not budget for any operating grants from Washoe County; however we did budget for a \$12,000 grant from the Regional Transportation Commission for our senior transportation program. At the adoption of the District’s budget we were not able to determine if any operating grants were forthcoming. That does not mean that we will not be receiving any additional operating grants however. This year our capital grants total \$5,047,726. \$3,500,900 is from Federal Section 595 funds that will be used to offset the cost of the continuing construction of the effluent export line. \$46,826 is from Tahoe Restoration Act funds and is being used for upgrades to our watermains, water pump stations, and water system improvements to increase fire flows in certain parts of our system. \$1,500,000 is from Federal Section 108 funds for Third Creek Restoration and the Nevada Division of State Lands. The Federal Section 595 and 108 funds are administered by the United States Army Corps of Engineers (USACE).

Charges for Services are fees collected from users of the department. For the 2011-12 budget the Board of Trustees directive was to institute reasonable user fees increases where appropriate. For fiscal year 2011-12 fees have gone up in several departments. Utility Fund service fees are made up of user fees from our water, sewer and trash operations, for 2011-12 water

and sewer rates are increasing an average of 4.6% while trash rates are remaining unchanged; Community Services user fees come from users of District recreational venues such as the golf courses, food and beverage venues, ski resort, recreation center, and parks, for 2011-12 select community service venues have increased their user fees while others remain flat; Beach user fees are from admission charges to guests of our residents, for 2011-12 select user fees are increasing in the beach enterprise fund; and Internal Service user fees are for services performed for other District departments. Since the District is self insured for Workers Compensation, those fees are also charged to the various internal District customers. The following line graph shows the five years of charges for services by fund.

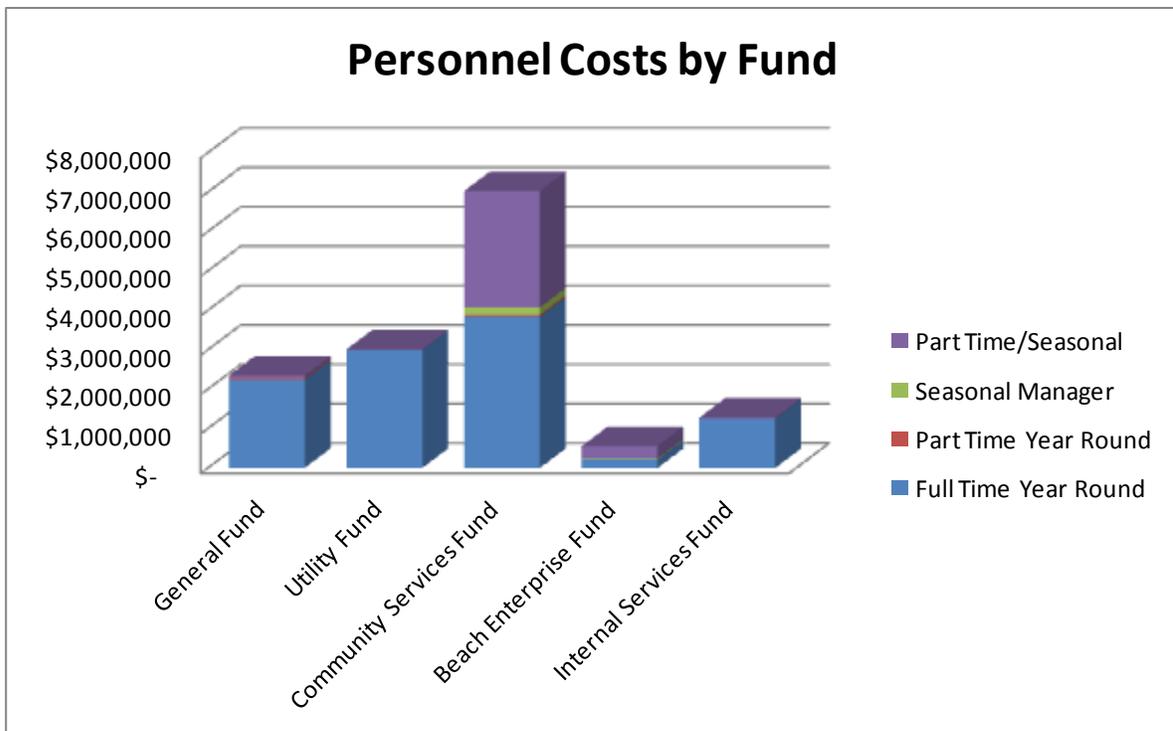
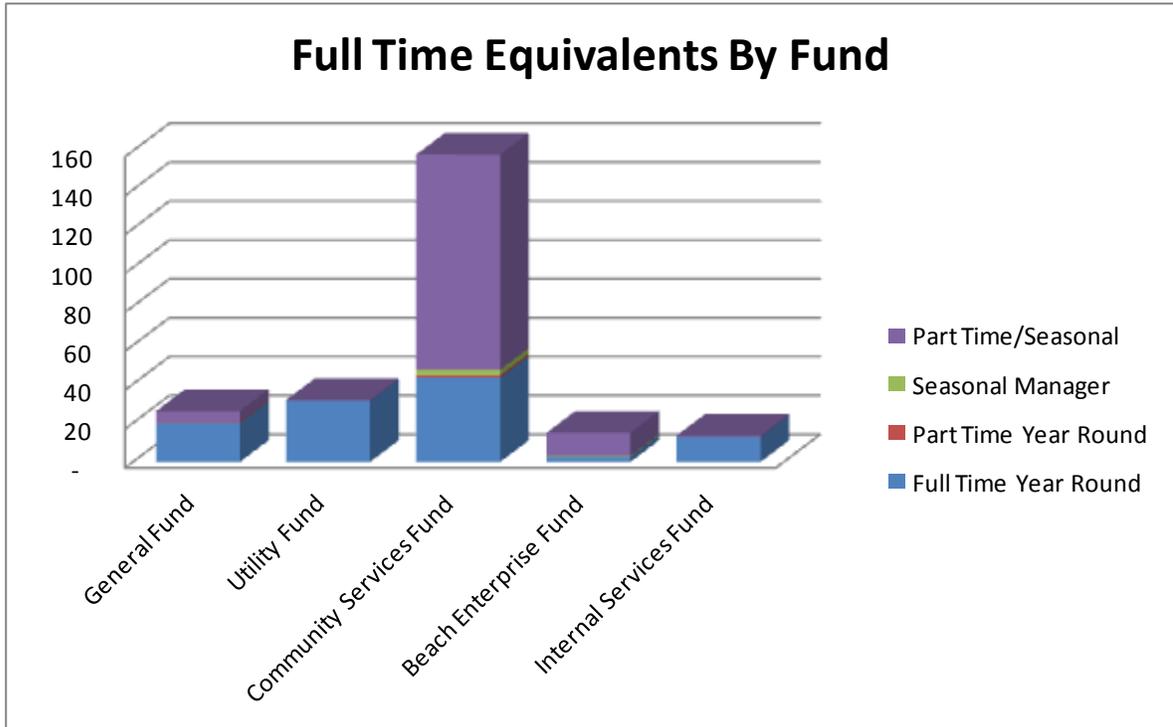


A five year look at District wide uses of funds is shown in the following bar chart.

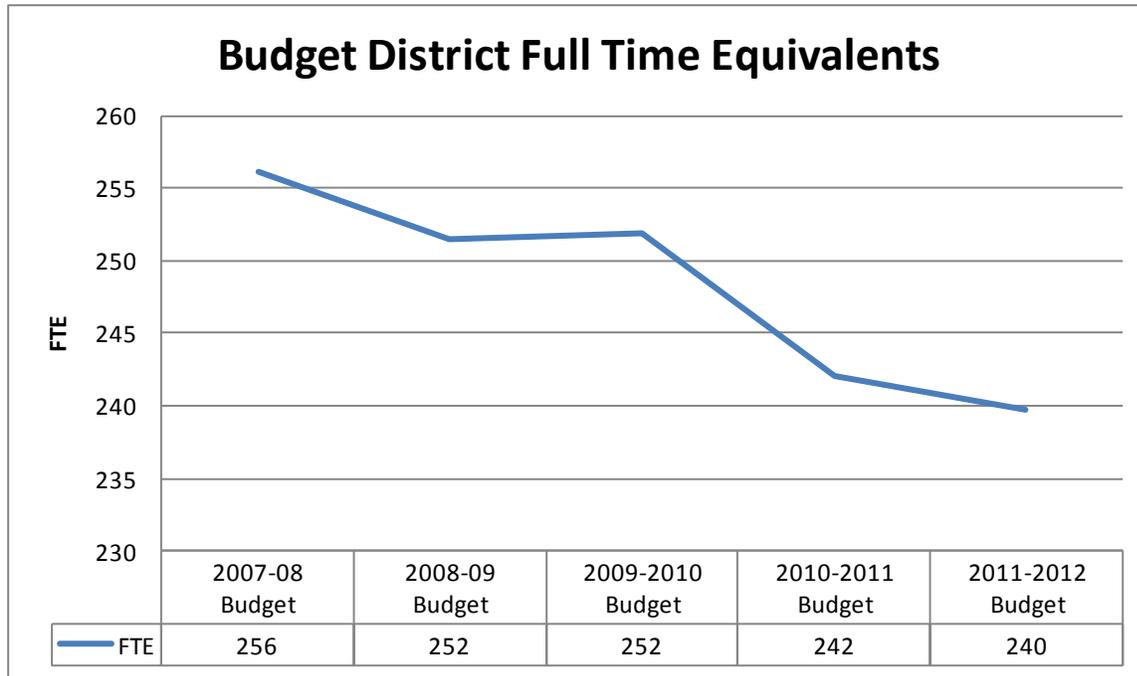


Expenditures and Uses

Personnel costs consist of wages and salaries, employee benefits and taxes and are 33% of total expenditures and uses and 46% of operating expenses for the 2011-12 budget. The Board of Trustees allowed for a 2% wage increase. The following bar charts show personnel costs by fund and full time equivalents by fund. The full-time equivalents include five FTE for the Board of Trustees in the General Fund. For comparative purposes year to year we remove the five FTE for the Board of Trustees.



The following full-time equivalent line graph shows five years of budgeted FTEs.



FTE's have decreased from 2007-08 to 2011-12. Positions have been eliminated because of consolidation, retirement and the elimination because they were no longer needed. A handful of positions were also converted from being multi seasonal year round (MSYR) to seasonal manager (SM), and others from full time year round (FTYR) to MSYR. The details of the restructuring can be found in the personnel section at the end of this document.

This year we budgeted for a 2% increase in wages. Health insurance benefits are scheduled to increase by 10% on January 1, 2012. Unemployment costs are budgeted to increase over 19%.

The expenditures and uses section of the budget summary is broken down into four categories: 1. Expenditures which are expenses directly related to providing services to our customers and to support the operations of the District, 2. Capital Expenditures, 3. Debt Service, and 4. Inter-fund Transfers, and Adjustments. Expenditures is further broken down into the following categories; Personnel Cost, Professional Services, Services and Supplies, Insurance, Workers Compensation Claims, Utilities, Cost of Goods Sold, and Depreciation. Professional Services consists of legal, audit, and consultants. Services and supplies include among other things Advertising, Banking Fees, Communications, Contractual Services, Postage, Printing and Publishing, Repairs and Maintenance, Rental and Lease, Dues and Subscriptions, Training and Education, and Travel and Conferences. Cost of Goods Sold are those costs that are directly associated with the sale of Food, Beverages, and Merchandise.

Capital expenditures are those costs that meet the District's capital policy which is equipment over \$5,000 and building improvements over \$10,000. They are for direct replacement of or construction of District fixed assets.

**I.V.G.I.D. MULTI YEAR CAPITAL IMPROVEMENT PLAN (MYCIP)
5 YEAR SUMMARY**

| | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| General Fund | 212,000 | 332,550 | 304,300 | 216,000 | 459,420 | 1,524,270 |
| Utility Fund | 6,816,959 | 5,838,092 | 3,884,538 | 4,571,153 | 4,277,138 | 25,387,880 |
| Internal Services Fund | 40,100 | 89,475 | 10,600 | - | - | 140,175 |
| Community Services Fund | 3,387,113 | 4,959,691 | 4,473,557 | 2,346,076 | 1,880,062 | 17,046,499 |
| Beach Enterprise Fund | 59,930 | 172,200 | 279,400 | 32,000 | - | 543,530 |
| Total MYCIP | 10,516,101 | 11,392,008 | 8,952,395 | 7,165,229 | 6,616,621 | 44,642,354 |
| Grant Funding | (2,916,687) | (2,100,000) | (1,850,000) | (1,100,000) | (1,100,000) | (9,066,687) |
| Net MYCIP | 7,599,414 | 9,292,008 | 7,102,395 | 6,065,229 | 5,516,621 | 35,575,667 |

The Five Year Capital Plan as an Element of the Operating Budget Process

Part of the District’s approach to its annual budget includes consideration of total sources and uses. This requires consideration of operating matters, debt service and capital expenditures. The District’s capital expenditure decisions are influenced by a number of sources. These are coordinated by the Capital Projects Committee (CPC). The CPC opens requests for items to be included in the Multi-Year Capital Plan each October. A capital expenditure will not be allowed in the budget without first being established through the Multi-Year Capital Plan. To be established an acquisition has to defined, planned, justified, scheduled and funded. This process is completed by early January so the affects of capital expenditures can be addressed early in the budget process. Items not meeting the capitalization policy are referred to operating expense line items for consideration. Early completion of the capital allows our internal service providers to develop their 2011-2012 operating budget plan. Our internal service providers are the Districts Fleet, Building, and Engineering Departments.

The CPC considers operating consequences when evaluating projects. These can include purchasing multiple items to avoid having different models which in turn require additional training or parts to maintain effective use of the equipment. The CPC gives priority to health and safety followed by customer service. The ability to generate revenue or save costs is also considered.

Capital expenditure can significantly influence total sources and uses. This in turn affects the user charges and Recreation Facility Fee and Beach Facility Fee. For 2011-2012, capital expenditures were limited as much as tolerable in order to hold the amount of Recreation Facility Fee and Beach Facility Fee for this fiscal year. No items justified as health and safety were deferred or omitted.

Interfund Transfers are used by the General Fund to get paid for the services that it provides to the Utility, Community Services and Beach Funds. Adjustments consist of non cash expenditures and Funded Capital Resources which is user fees collected from a prior period for a future specific purpose. The Funded Capital Resources of \$1.96 million in 2011-2012 is for capital expenditures.

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CAPITAL IMPROVEMENT PLAN

The capital improvement plan process supports the Board of Trustees District's Long Term Goal Number Five: Facilities that states that "We are to maintain and enhance District infrastructure by maintaining and updating master plans followed by presentation of implementation strategies to the Board; accommodating our customer needs; being in compliance with regulations". The District's capital improvement plan is the culmination of input from throughout the District from groups such as District managers, District Venue Advisory Teams (DVAT), Capital Projects Committee (CPC), and public input that results in final input and approval by the Board of Trustees. The capital improvement process identifies the essential projects and procurements over the next 20 years with strong emphasis on the first five years necessary to maintain or enhance the District facilities and physical assets to meet the service levels.

The District has a CPC that consists of District management and is charged with making the best use of limited financial resources by providing a fair and balanced review of each capital improvement project which is then recommended to the Board of Trustees for eventual adoption during the budget process. The CPC team in concert with the department managers puts together a multi year capital plan (MYCP) that addresses capital infrastructure, operational equipment, and rolling stock over the next 20 years with an emphasis on the first five years of the MYCP, and adoption of only year one of the MYCP. It is understood the further out on the 20 year MYCP the less reliable the estimates become however it allows and helps staff to plan for the future and not lose sight of what it on the District's horizon. The 20 year MYCP is one of the major components used for the District's long term financial plan and is critical to facilitate long range planning

The MYCP indicates whether capital projects are financed by cash, user fees, the Recreation Facility Fee, the Beach Facility Fee, debt or grant funding and sets the budget for each capital project for the first year of the MYCP. Ongoing projects budgeted in previous capital plans are not repeated in the current MYCP but are presented in a separate schedule as capital carried forward.

The MYCP is guided by department master plans that identify capital improvements that will help the Board of Trustees achieve the District's long term goal number 5 to maintain and enhance infrastructure. The master plans are annually updated.

How the Capital Process Works

The CPC oversees the MYCP process and consists of six key District staff members that review each proposed capital data sheet. Though managing the capital process is on-going, each year's capital process officially begins in October and ends with the adoption of year one of the MYCP in May as required by the Nevada Revised Statutes (NRS). Since the CPC is an ongoing committee, capital project data sheets can be submitted to the CPC throughout the year which allows more accurate cost analysis on each project. At the start of the MYCP, usually in October, the departments are required to prepare and submit requests for both the upcoming budget year and items for the MYCP. Requests at a minimum should consider the upcoming five-year

period as required by the NRS.

In early January the CPC will meet with each department manager and capital projects managers to evaluate and prioritize departmental requests within the funding level provided by the Accounting and Finance Department. Once the CPC team has met with all the departments a series of Board of Trustees capital work sessions take place in February to discuss the MYCP. The MYCP will go through several iterations before being brought back to the Board of Trustees, in May, for adoption. The following outlines the key timeframes for the MYCP:

- October – CPC begins planning for next year’s MYCP
- November – Capital project data sheets are released for updating and for submittal of new capital data sheet(s)
- December – close submittal process
- January – CPC reviews all capital data sheets, meets with department and division managers and capital project managers, prioritizes projects, determines funding, and compiles the first draft of the MYCP
- February – Introduce draft MYCP to Board of Trustees through a series of Board of Trustees capital work sessions
- March – Reach agreement with the Board of Trustees on MYCP and first year of plan to be adopted in May
- Adopt year one of the MYCP in May

All planned capital items shall fall under the following purpose and justification criteria: safety, regulatory, infrastructure, revenue, and service level and rated with a priority level of high, medium, and low. When appropriate capital projects are also evaluated on return on investment, keeping in the forefront public purpose and service levels. All proposed capital projects are documented according to the District’s Capital Expenditures Practice 13.2.0, Section 3.0, using a capital project data sheet. Annually, the capital project data sheet will be brought up to date as to project write up, justification, and financial amounts, including carryover projects.

The budget amount of a project may need to be amended from time to time. A budget amendment is when a capital project needs to increase or decrease. For those budget amendments which transfer funds from one capital project to another, the General Manager can approve budget amendments below \$25,000. The Board of Trustees must approve budget amendments above \$25,000.

From time to time changes of scope to capital projects are required. A change of scope is when the character of the project changes. An example would be re-scoping a capital project from buying a groomer to buying a generator. The scope of a capital improvement project may be changed by action of the Board of Trustees or the General Manager. The General Manager has the authority to approve scope changes below \$25,000. The Board of Trustees must approve scope changes above \$25,000.

20 Year I.V.G.I.D Multi Year Capital Improvement Program Summary

The following I.V.G.I.D Multi Year Capital Improvement Program Summary shows over \$131.8 million of identified capital projects by department and has targeted over \$16.8 million of potential grant funds to be used for capital projects over the next twenty years. The net capital total is \$115.0 million. Each capital project has a detailed capital project data sheet. There are two types of capital project data sheets - 1) infrastructure and 2) rolling stock and equipment. Each

capital project data sheet contains essential information such as project definition, function, related projects and useful life, internal staff involvement with design, engineering and supervision of construction or installation, project cost, justification and feasibility and anticipated funding resource, and item description.

I.V.G.I.D. MULTI YEAR CAPITAL IMPROVEMENT PROGRAM SUMMARY

| | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | 2016 - 2021 | 2021 -2026 | 2026 - 2031 | Total |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| General | 212,000 | 332,550 | 304,300 | 216,000 | 459,420 | 4,513,820 | 1,271,770 | 1,275,870 | 8,585,730 |
| Utilities | | | | | | | | | |
| Water | 3,986,234 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 3,450,127 | 2,754,721 | 2,478,587 | 19,333,729 |
| Sewer | 2,830,725 | 2,838,108 | 2,929,890 | 3,206,650 | 2,932,213 | 12,640,377 | 7,991,171 | 1,603,587 | 36,972,719 |
| Total Utilities | 6,816,959 | 5,838,092 | 3,884,538 | 4,571,153 | 4,277,139 | 16,090,503 | 10,745,892 | 4,082,173 | 56,306,448 |
| Internal Service | | | | | | | | | |
| Fleet | - | 14,000 | - | - | - | 14,000 | 26,850 | 17,000 | 71,850 |
| Buildings | 40,100 | 75,475 | 10,600 | - | - | 33,260 | 148,200 | - | 307,635 |
| Total Internal Service | 40,100 | 89,475 | 10,600 | - | - | 47,260 | 175,050 | 17,000 | 379,485 |
| Community Services | | | | | | | | | |
| Championship Golf | 148,680 | 856,875 | 588,920 | 336,380 | 365,125 | 1,121,683 | 4,688,538 | 1,950,216 | 10,056,417 |
| Mountain Golf | 116,610 | 274,850 | 391,260 | 835,220 | 350,955 | 585,053 | 739,697 | 1,290,500 | 4,584,145 |
| Facilities | 14,235 | 147,008 | 138,265 | 14,250 | 29,980 | 519,426 | 75,452 | 17,643 | 956,259 |
| Ski | 467,393 | 1,366,522 | 2,032,293 | 560,456 | 969,931 | 12,690,936 | 14,578,749 | 6,253,647 | 38,919,927 |
| Parks | 2,390,275 | 2,185,000 | 978,400 | 482,500 | 117,700 | 768,150 | 441,495 | 643,600 | 8,007,120 |
| Tennis | 21,800 | 17,000 | 47,800 | 42,250 | - | 109,450 | 20,000 | 20,000 | 278,300 |
| Recreation | 228,120 | 112,436 | 296,619 | 75,020 | 46,371 | 1,114,587 | 241,295 | 190,671 | 2,305,119 |
| Total Community Services | 3,387,113 | 4,959,691 | 4,473,557 | 2,346,076 | 1,880,062 | 16,909,284 | 20,785,226 | 10,366,277 | 65,107,286 |
| Beaches | 59,930 | 172,200 | 279,400 | 32,000 | - | 252,600 | 213,310 | 401,000 | 1,410,440 |
| CAPITAL SUB TOTAL | 10,516,101 | 11,392,008 | 8,952,395 | 7,165,229 | 6,616,621 | 37,813,467 | 33,191,248 | 16,142,320 | 131,789,389 |
| Grant Funding | | | | | | | | | |
| Water | (29,187) | - | - | - | - | - | - | - | (29,187) |
| Sewer | (1,387,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,500,000) | (2,200,000) | - | (13,487,500) |
| Parks | (1,500,000) | (1,000,000) | (750,000) | - | - | - | - | - | (3,250,000) |
| Total Grant Funding | (2,916,687) | (2,100,000) | (1,850,000) | (1,100,000) | (1,100,000) | (5,500,000) | (2,200,000) | - | (16,766,687) |
| NET CAPITAL TOTAL | 7,599,414 | 9,292,008 | 7,102,395 | 6,065,229 | 5,516,621 | 32,313,467 | 30,991,248 | 16,142,320 | 115,022,702 |

Another view into the 20 Year I.V.G.I.D Multi Year Capital Improvement Program is by class codes. There are currently 21 class codes and the following table describes what they are and states their useful life in years.

| Class Codes | Description | Useful Life in Years |
|-------------|-------------------------------|----------------------|
| BD | Buildings & Structures | 40+ |
| LI | Land Improvements | 15-20 |
| OE | Office Equipment | 3-5 |
| HE | Heavy Duty Service Equipment | 10 |
| LE | Light Duty Service Equipment | 10 |
| HV | Heavy Duty Vehicles | 10 |
| LV | Light Duty Vehicles | 10 |
| AE | Audio Equipment | 5 |
| CO | Computer Equipment | 5 |
| FF | Furniture and Fixtures | 5 |
| GC | Golf Course Improvements | 10-15 |
| CE | Communications Equipment | 5 |
| LA | Land | n/a |
| ME | Mechanical Equipment | 10-20 |
| RS | Recreation System | 10-20 |
| SS | Sewer System | 20-40 |
| SI | Slope & Mountain Improvements | 20-40 |
| DI | Distribution Infrastructure | 20-40 |
| WR | Water Rights | n/a |
| WS | Water System | 20-40 |
| RE | Rental Equipment | 3 |

The following summary shows how the District's MYCP \$131.8 million breaks out by class.

**I.V.G.I.D. MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
SUMMARY BY CLASS**

| Class Descriptions | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | 2016 - 2021 | 2021 -2026 | 2026 - 2031 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|-------------|-------------|
| Buildings & Structures | 133,830 | 1,012,935 | 1,151,080 | 1,743,000 | 551,580 | 8,952,164 | 11,792,111 | 1,440,000 | 26,776,700 |
| Land Improvements | 2,452,500 | 2,119,600 | 2,469,800 | 495,000 | 20,000 | 2,198,503 | 997,192 | 2,550,973 | 13,303,568 |
| Office Equipment | - | 22,000 | - | 16,000 | - | 98,640 | 30,480 | 56,480 | 223,600 |
| Heavy Duty Service Equipment | 29,000 | 320,000 | 399,500 | 449,200 | 602,000 | 1,408,550 | 1,400,000 | - | 4,608,250 |
| Light Duty Service Equipment | 349,435 | 815,902 | 774,029 | 602,320 | 469,396 | 2,449,973 | 1,600,225 | 235,511 | 7,296,791 |
| Heavy Duty Vehicles | - | - | 35,400 | - | - | 160,000 | 49,000 | - | 244,400 |
| Light Duty Vehicles | 240,050 | 253,475 | 115,500 | 104,800 | 336,700 | 475,080 | 1,093,650 | 390,900 | 3,010,155 |
| Computer Equipment | - | 14,173 | - | 64,250 | - | 28,586 | 15,752 | 34,643 | 157,404 |
| Furniture and Fixtures | 119,918 | 288,315 | 63,815 | 18,200 | 45,000 | 293,760 | 355,072 | 32,919 | 1,216,999 |
| Golf Course Improvements | 31,000 | 164,500 | 206,000 | 122,500 | 50,000 | 278,000 | 921,000 | 1,189,000 | 2,962,000 |
| Communications Equipment | 12,000 | 22,000 | - | - | - | 43,840 | 44,290 | 44,290 | 166,420 |
| Land | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 | 1,000,000 | 1,000,000 | 4,000,000 |
| Mechanical Equipment | 181,100 | 175,800 | 235,700 | 50,000 | 100,000 | 1,445,671 | 1,367,376 | - | 3,555,647 |
| Recreation System | - | 128,450 | 15,900 | 42,250 | 29,500 | 220,250 | - | - | 436,350 |
| Sewer System | 1,305,000 | 2,125,000 | 2,025,000 | 2,025,000 | 2,025,000 | 10,240,000 | 4,735,000 | 150,000 | 24,630,000 |
| Slope & Mountain Improvements | 40,000 | 208,000 | 25,000 | 50,750 | 661,020 | 3,360,250 | 3,384,600 | 3,946,604 | 11,676,224 |
| Distribution Infrastructure | 5,123,959 | 2,357,127 | 511,558 | 578,453 | 677,513 | 2,440,200 | 1,465,000 | 2,465,000 | 15,618,810 |
| Water System | 88,950 | 944,000 | 475,000 | 400,000 | 540,000 | 1,550,000 | 1,380,000 | 1,100,000 | 6,477,950 |
| Rental Equipment | 209,360 | 220,731 | 249,113 | 203,506 | 308,911 | 1,170,000 | 1,560,500 | 1,506,000 | 5,428,121 |
| Total District Capital by Class | 10,516,101 | 11,392,008 | 8,952,395 | 7,165,229 | 6,616,621 | 37,813,467 | 33,191,248 | 16,142,320 | 131,789,389 |

Land Improvements and Distribution Infrastructure asset classes represent 84.2% of the 2011-2012 capital plan. The Land Improvement capital projects are comprised of District wide paving projects and the Incline and Third Creek Restoration projects. The Distribution Infrastructure asset class is the capital improvements identified in this year's plan to deliver potable water to our customers and to export the wastewater. The capital projects in these classes are the Burnt Cedar Water Disinfection Plant, Effluent Export Line, and SR-28 Crystal Bay Utility Relocations projects.

District Five (5) Year Multi Year Capital Plan

The first 5 years of the MYCP, 2011-2012 through 2015-2016 (a subset of the 20 MYCP), receives higher scrutiny and vetting by the CPC team, department managers, and ultimately the Board of Trustees. It should be noted that annually the Board of Trustees only approve year one 2011-2012 of the MYCP. In the first five years of the MYCP, the District has identified \$44.6 million in capital projects and over \$9.1 million in identified grant funding to offset capital cost. The 5 year net capital total is \$35.6 million. The following I.V.G.I.D Multi Year Capital Improvement Program Summary schedule only considers the first five years.

**I.V.G.I.D. MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
5 YEAR SUMMARY**

| | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|
| General | 212,000 | 332,550 | 304,300 | 216,000 | 459,420 | 1,524,270 |
| Utilities | | | | | | |
| Water | 3,986,234 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 10,650,295 |
| Sewer | 2,830,725 | 2,838,108 | 2,929,890 | 3,206,650 | 2,932,213 | 14,737,585 |
| Total Utilities | 6,816,959 | 5,838,092 | 3,884,538 | 4,571,153 | 4,277,138 | 25,387,880 |
| Internal Service | | | | | | |
| Fleet | - | 14,000 | - | - | - | 14,000 |
| Buildings | 40,100 | 75,475 | 10,600 | - | - | 126,175 |
| Total Internal Service | 40,100 | 89,475 | 10,600 | - | - | 140,175 |
| Community Services | | | | | | |
| Championship Golf | 148,680 | 856,875 | 588,920 | 336,380 | 365,125 | 2,295,980 |
| Mountain Golf | 116,610 | 274,850 | 391,260 | 835,220 | 350,955 | 1,968,895 |
| Facilities | 14,235 | 147,008 | 138,265 | 14,250 | 29,980 | 343,738 |
| Ski | 467,393 | 1,366,522 | 2,032,293 | 560,456 | 969,931 | 5,396,595 |
| Parks | 2,390,275 | 2,185,000 | 978,400 | 482,500 | 117,700 | 6,153,875 |
| Tennis | 21,800 | 17,000 | 47,800 | 42,250 | - | 128,850 |
| Recreation Center | 228,120 | 112,436 | 296,619 | 75,020 | 46,371 | 758,566 |
| Total Community Services | 3,387,113 | 4,959,691 | 4,473,557 | 2,346,076 | 1,880,062 | 17,046,499 |
| Beaches | 59,930 | 172,200 | 279,400 | 32,000 | - | 543,530 |
| CAPITAL SUB TOTAL | 10,516,101 | 11,392,008 | 8,952,395 | 7,165,229 | 6,616,621 | 44,642,354 |
| Grant Funding | | | | | | |
| Water | (29,187) | - | - | - | - | (29,187) |
| Sewer | (1,387,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,787,500) |
| Parks | (1,500,000) | (1,000,000) | (750,000) | - | - | (3,250,000) |
| Total Grant Funding | (2,916,687) | (2,100,000) | (1,850,000) | (1,100,000) | (1,100,000) | (9,066,687) |
| NET CAPITAL TOTAL | 7,599,414 | 9,292,008 | 7,102,395 | 6,065,229 | 5,516,621 | 35,575,667 |

Impact of Recurring and Nonrecurring Capital Improvement on the 2011-2012 Operating Budget

The 2011-2012 capital budget of \$10,516,101 has been broken down into several classes of assets as shown below as well as recurring and nonrecurring capital. Recurring capital are capital expenditures that are included in almost every budget and have little or no additional impact to the 2011-2012 operating budget and makes up 13% of the 2011-2012 capital plan. Nonrecurring capital makes up 87% of the 2011-2012 capital plan and are those capital expenditures that are infrastructure and or add value beyond five years.

**I.V.G.I.D. MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
SUMMARY BY CLASS, RECURRING, AND NONRECURRING**

| Class Descriptions | 2011 - 2012 | | |
|--|-------------------|------------------|------------------|
| | Total | Recurring | Nonrecurring |
| Buildings & Structures | 133,830 | 16,800 | 117,030 |
| Land Improvements | 2,452,500 | - | 2,452,500 |
| Heavy Duty Service Equipment | 29,000 | - | 29,000 |
| Light Duty Service Equipment | 349,435 | 330,515 | 18,920 |
| Light Duty Vehicles | 240,050 | 240,050 | - |
| Furniture and Fixtures | 119,918 | 44,728 | 75,190 |
| Golf Course Improvements | 31,000 | 18,000 | 13,000 |
| Communications Equipment | 12,000 | 12,000 | - |
| Land | 200,000 | 200,000 | - |
| Mechanical Equipment | 281,100 | 108,700 | 172,400 |
| Slope & Mountain Improvements | 40,000 | - | 40,000 |
| Distribution Infrastructure | 6,328,959 | 143,959 | 6,185,000 |
| Water System | 88,950 | 88,950 | - |
| Rental Equipment | 209,360 | 209,360 | - |
| Total District Capital by Class | 10,516,101 | 1,413,061 | 9,103,040 |

Recurring Capital

A large portion of the recurring capital is for normal replacement of equipment, vehicles, building maintenance, office equipment, and commercial water meters. The light duty service equipment and light duty service vehicles are the scheduled replacements used in the District’s daily operations. Land is for fuels management which is for the removal of brush and trees to reduce the wildfire risk to District and surrounding properties. Rental Equipment is for the normal replacement of rental skis used at Diamond Peak Ski Resort. They are on a three year replacement cycle and contribute around 15% the Ski Resort’s revenue stream.

Each year the Fleet Department prepares an operating budget that addresses the annual cost to maintain, repair, and service the existing and all new recurring equipment and vehicles as stated above and is \$781,521 for 2011-2012. Outside of the cost to maintain recurring equipment there are no significant additional current year costs to maintain recurring capital. We have identified small savings (\$10,000) in labor and electrical charges due to new recurring capital.

Nonrecurring Capital

There are 21 nonrecurring capital projects and land improvements and distribution infrastructure classes make up 95% of the 2011-2012 non recurring capital plan. The following table lists each of the nonrecurring capital projects and their funding source.

| <i>Data Sheet</i> | I.V.G.I.D. MULTI YEAR CAPTIAL IMPROVEMENT PROGRAM 2011-2012 NONRECURRING CAPITAL Project Title | 2011-2012 Non Recurring | Funding Source |
|--------------------------------------|---|--|---------------------------------|
| WAT 2 | Equipment Rehabs (Pumps/Motors/Telemetry) | 100,000 | Utility Fund Capital Fees |
| WAT 4 | Burnt Cedar Water Disinfection Plant - yr 3 of 4 yr | 3,605,000 | Bonds & (1) UFCF |
| SEW 1 | Replace WWTP biosolids bins | 29,000 | Utility Fund Capital Fees |
| SEW 11 | Effluent Export Line - Phase I (USACE 75% Funding) | 1,300,000 | (1&2) 75%USACE Funding and UFCF |
| SEW 14 | Effluent Export Line - Phase II (USACE 55% Funding) | 750,000 | (1&2) 75%USACE Funding and UFCF |
| SEW 15 | SR-28 Crystal Bay Utility Relocations | 530,000 | Utility Fund Capital Fees |
| BLD 1 | Install/Upgrade Emergency eyewash/shower | 40,100 | Internal Services Fees |
| CGO 5 | Material Storage Bins | 41,500 | Recreation Facility Fee |
| CGO 8 | Irrigation Improvements | 13,000 | Recreation Facility Fee |
| Ski 1 | Incline Creek Culvert Rehabilitation | 60,000 | Recreation Facility Fee |
| Ski 8 | Snowmaking pipe replacement | 40,000 | Recreation Facility Fee |
| Ski 9 | Pavement Improvements | 36,000 | Recreation Facility Fee |
| Ski 11 | Diamond Peak Lodge Chairs | 35,090 | Recreation Facility Fee |
| PRK 13 | ADA Compliance Preston Park Facility & Parking Lot | 832,000 | Recreation Facility Fee |
| PRK 14 | Incline and Third Creeks Restoration (75% USACE 25% Nevada Funding) | 1,500,000 | (2) & (3) 75% USACE 25% NDSL |
| TN 2 | Replace Siding Tennis | 21,800 | Recreation Facility Fee |
| RCT 5 | Paving Rec. Center Lot & Trails | 24,500 | Recreation Facility Fee |
| RCT 6 | Upgrade HVAC Controls | 72,400 | Recreation Facility Fee |
| RCT 7 | Replace Auto Scrubber | 18,920 | Recreation Facility Fee |
| BE 24 | Remodel Incline Beach Bathrooms | 18,260 | Beach cash reserves |
| BE 25 | Incline Beach Roof /Siding Install | 35,470 | Beach cash reserves |
| Total 2011-2012 Nonrecurring Capital | | <u>9,103,040</u> | |

- (1) Utility Fund Capital Fees (UFCF)
(2) Army Corps of Engineers (USACE)
(3) Nevada Division of State Lands (NDSL)

The nonrecurring capital has nominal impact to operational cost. The following six major projects descriptions follow and make up 94% (\$8,817,000) of the non recurring capital. The remaining 1% make up (\$286,040).

The Burnt Cedar Water Disinfection Plant is a mandatory upgrade of our existing water treatment facilities to comply with forthcoming regulatory requirements. By 2013 we are required to have dual disinfection of the water system per the EPA Long Term 2 Enhanced Surface Water Treatment Rule. Funding is twofold, we are in the process of pursuing a State Revolving Fund \$3 million bond and based on the Utility Rate Study increased the Utility Fund capital fees for capital projects.

Effluent Export Line - Phase I The effluent export line transports treated wastewater from Incline Village General Improvement District's (IVGID) wastewater treatment plant to the disposal point at the wetlands southeast of Carson City and is 75% funded by the USACE and balance is to be paid for from Utility Fund capital fees.

Effluent Export Line - Phase II is a continuation of Phase I and is 55% funded by the USACE and the balance is to be paid for from Utility Fund capital fees.

SR-28 Crystal Bay Utility Relocations is to complete a required sewer utility relocation within the Nevada Department of Transportation right of way on State Route -28 in Crystal Bay, Nevada.

ADA Compliance Preston Park Facility & Parking Lot Preston Park is a renovation to include remodel of existing bleacher/restroom/storage/dugout structure, implementation of ADA accessibility requirements, and irrigation and drainage system improvements. The parking lot is also scheduled for major replacement of the surface and installation of Tahoe Regional Planning Agency required site best management practices (BMP). Both efforts will be completed in a sin-

gle construction mobilization during the summer of 2011. Funding is from the capital component of the Recreation Facility Fee.

Incline and Third Creeks Restoration is the continuation of the Incline and Third Creek Restoration Project. Phase I restoration was completed during the summer of 2009 and restored Third Creek between Incline Way and Lakeshore Boulevard. Based on the success of the first phase of the project, the United States Army Corps of Engineers (USACE) and the Nevada Division of State Lands (NDSL) have agreed to expand the available funding to complete additional restoration on Incline and Third Creek. This is 100% grant funded by the USACE and NDSL.

Current Cost included in 2011-2012 Operating Budget

Reliance on the expertise of the Fleet Superintendent’s analysis of cost to maintain equipment is critical to the replacement schedule. The 2011-2012 capital budget calls for the replacement of heavy duty equipment for \$29,000, light duty service equipment for \$349,435, and light duty vehicles in the amount of \$240,050. The cost of ownership for existing and new (light/heavy) equipment and vehicles of the District is captured by our internal service provider the Fleet Department. Our Buildings Department maintains and repairs of all District facilities.

The following table summarizes the cost to maintain, service, and repair the light and heavy equipment, vehicles, and buildings:

| | <u>Fleet</u> | <u>Building</u> |
|-----------------------|----------------|-----------------|
| General Fund | 10,574 | 36,220 |
| Utility Fund | 236,867 | 56,828 |
| Internal Service Fund | 9,428 | - |
| Community Services | 485,971 | 394,455 |
| Beach Enterprise Fund | 38,681 | 83,532 |
| | <u>781,521</u> | <u>571,035</u> |

The following table lists by capital project name and the amount of dollars for the 2010-2011 capital projects to be carry forward and completed in 2011-2012. A total of \$3,969,397 is planned for carry forward to 2011-2012. All other capital projects are expected to be completed before the end of the fiscal year June 30, 2011. Also, \$2,131,026 in grant funding sources will be carry forward for a net capital carry forward of \$1,838,371.

Capital Carry Forward to 2011-2012

(2010-2011 Open Projects)

Utility Fund

| Project # | Project Description | Carry Forward |
|--------------------------------------|---|------------------|
| <i>Public Works - shared capital</i> | | |
| 2297DI1002 | Raise Manholes & Valve Boxes | 50,000 |
| <u>Water</u> | | |
| 2221WS1001 | Replace Watermains | 10,000 |
| 2222DI1002 | Equipment Rehabs (Pumps/Motors/Telemetry) | 30,000 |
| 2221DI1003 | Replace commercial water meters | 59,670 |
| 2222DI0906 | Upgrade WPS 4-1 & 5A-1 | 22,979 |
| <u>Sewer</u> | | |
| 2523SS1001 | Replace Odor Scrubber | 28,125 |
| 2523SS1002 | Concrete Pad Replacement | 62,400 |
| 2523SS1003 | Rebuild Blower | 20,000 |
| 2523SS1004 | Aeration basin and wetwell structure evaluation | 50,000 |
| 2523SS1005 | Replace 3 chemical tanks | 15,000 |
| 2523SS1006 | Upgrade Wetlands Facility | 25,000 |
| 2522DI1007 | Upgrade Sewer Pump Stations | 50,000 |
| | Effluent Export Line - Phase I - See project | |
| 2524SS1008 | 2522DI0904 | 1,940,000 |
| 2524SS1010 | Effluent Export Line - Phase II | 325,000 |
| 2524SS1011 | SR=28 Crystal Bay Utility Relocations | 520,000 |
| 2297DI0901 | Raise Manholes & Valve Boxes | 21,291 |
| 2522DI0904 | Spoooner Pumping Station Project | 552,850 |
| <u>Community Services</u> | | |
| 3141LI1004 | Champ - BMP Parking Surface - TRPA Requirement | 23,900 |
| 3352FF1003 | Chateau - Catering Equipment Chairs | 43,289 |
| 4899BD1004 | Reconfigure/Combine Service Counter | 30,000 |
| 4885RS1006 | Replace Chlor-Tec on-site Chlorination System | 41,620 |
| 4378LI1003 | BMPs & Pave Overflow Parking Lot | 8,272 |
| 4378RS1004 | Retrofit ball field lights I.P.3 | 10,000 |
| <u>Beach</u> | | |
| 3972LI1001 | Repave Parking Lot - Burnt Cedar | 30,000 |
| Total Carry Forward | | 3,969,397 |
| <u>Less Grant Fund Projects</u> | | |
| 2221WS1001 | Replace Watermains | (5,000) |
| 2222DI0906 | Upgrade WPS 4-1 & 5A-1 | (12,639) |
| | Effluent Export Line - Phase I - See project | |
| 2524SS1008 | 2522DI0904 | (1,455,000) |
| 2524SS1010 | Effluent Export Line - Phase II | (243,750) |
| 2522DI0904 | Spoooner Pumping Station Project | (414,637) |
| Net District Carry Forward | | 1,838,371 |

Overall Capital Funding Sources and Impact to District Rates

A critical piece to the MCYP is paying for the essential replacement and repair, and improvements of facilities and levels of service. The MYCP is based on the following financing assumptions: 1) Increased operating revenue (or reduced cost); 2) Continue with the capital component of the Utility rates; 3) Continue to identify the component of the Recreation Facility Fee and Beach Facility Fee for capital; and/or 4) Identify long-term financing opportunities.

The approval, by the Board of Trustees, based on the Utility Rate Study to increase the Utility capital rates an average of 12% is essential to funding the Utility Fund capital needs. Staff is in the process of also securing a \$3 million State Revolving Fund bond for the Burnt Cedar Water Disinfection Plant due to utility reserves projections going below acceptable levels. This will be brought back to the Board of Trustees in the near future for approval.

Increasing user rates in the Community Services Fund was modest and held down in some areas in recognition of the economic conditions. However, realistically the Recreation Facility Fee is the key funding source for Community Services capital projects. The following grid shows, net of any grants or other funding sources, the planned capital impact on the capital component of the Recreation Facility Fee (RFF) for the 2011-2012 budget and the next four years. Currently, there are no plans for long term financing for Community Services projects in the next five years. The decision to finance Community Services capital will be made by the Board of Trustees during the budget cycle.

| Budget and Planned Recreation Facility Fee | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|
| | Budget | Planned | | | |
| | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 |
| Net Capital Projects on a per parcel/dwelling unit basis | 242 | 492 | 464 | 297 | 240 |

The CPC has identified capital spikes in 2012-2013 and 2013-2014 that impact the capital component of the RFF largely due to 7 capital projects; Championship Material Storage Bins, Replace Electric golf carts (leasing the golf carts is under consideration), Replace Mountain Gas Golf Carts ((leasing the golf carts is under consideration), Ski Pavement Overlay, Ski Incline Creek Culvert Rehabilitation, BMPs & Pave overflow parking Lot, Village Green Restroom Remodel ADA. The impact to the RFF for these 2012-2013 and 2013-2014 capital projects are \$195 and \$188 RFF respectively.

The Beach Enterprise Fund saw an increase in the Adult Guest Fee by \$2 that ultimately helps with cash flow to meet beach capital and operational needs. Currently, the Beach Enterprise Fund reserves are adequate and the 2011-12 budget did not need a component of the Beach Facility Fee (BFF) for capital. The following grid shows the planned capital impact on the Beach Facility Fee for the 2011-2012 budget and the next four years. The 2012-2013 BFF is largely due to the Burnt Cedar Parking Lot project and the 2013-14 spike in the Beach Facility Fee is for the Ski Beach Bathroom Remodel ADA project.

| Budget and Planned Beach Facility Fee | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|
| | Budget | Planned | | | |
| | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 |
| Net Capital Projects on a per parcel/dwelling unit basis | - | 22 | 36 | 4 | - |

Americans with Disabilities Act (ADA) as part of the Capital Plan

During the planning process for the MYCP 2011-12, the ADA capital projects were repositioned in the MYCP. These ADA projects are the last of ADA projects identified several years ago when District Staff requested the Nevada Public Agency Insurance Pool to audit the District’s facilities to ensure compliance with the ADA regulations. The District has a history of making progress on ADA capital projects such as Burnt Cedar Pool, Recreation Center, Public Works Building, the Chateau, Parks Storage Building and the remodel of the Base Lodge at Diamond Peak, and the Diamond Peak Skier Services Building. The ADA compliance issues at the Preston Parks and the adjacent parking lot is the next ADA capital project the District is addressing.

With the passage of the ADA Amendments Act of 2008, the District’s duty to make reasonable accommodations was significantly expanded. Reasonable accommodations are determined on a case-by-case basis through an interactive process. As we work with the Board of Trustees in developing the timelines to correct the ADA deficiencies, we need to keep in mind the ability to show progress on our plan and should a situation arise where the District is not able to reasonably accommodate a disabled individual, plans may need to be altered.

The following ADA projects, included in the next five years, have been extracted from the MYCP as a matter of information and evidence of a plan:

| ADA - Capital Projects | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| ADA Compliance - Replace Admin Building | - | - | - | - | 32,000 | 32,000 |
| ADA Access to #6 Tee Restroom | - | - | - | 20,000 | 95,000 | 115,000 |
| Mountain Course New Clubhouse | - | 35,000 | 85,000 | 625,000 | - | 745,000 |
| ADA Compliance Preston Park Facility & Parking Lot | 832,000 | - | - | - | - | 832,000 |
| Village Green Restroom Remodel ADA Compliant | - | 253,700 | - | - | - | 253,700 |
| Ski Beach Bathroom Remodel ADA Compliant | - | - | 246,700 | - | - | 246,700 |
| Total 5 year ADA Capital Projects | 832,000 | 288,700 | 331,700 | 645,000 | 127,000 | 2,224,400 |

Policies and Practices That Guide the Capital Process

There are several District policies and practices that guide the capital improvement process and ultimately the MYCP.

The District’s Multi-Year Capital Planning Policy 12.1.0 outlines how the District will prepare and adopt a comprehensive multi-year capital plan to ensure effective management of capital assets. The policy outlines how a prudent multi-year capital plan identifies and prioritizes expected needs based on a community’s strategic plan, establishes project scope and cost, details estimated amounts of funding from various sources, and projects future operating and maintenance costs. The capital plan should cover a period of at least five years, preferably ten years or more; the District’s current MYCP covers 20 years.

Capital Project Budgeting Policy 13.1.0 directs the District to prepare and adopt a formal capital budget as part of their annual budget process. The capital budget will be directly linked to and flow from the MYCP. The CPC’s MYCP is a working accumulation of capital projects twenty years out. Only the Five-Year Summary and the details of the immediate first year become part of the actual budget documents. The capital budget is adopted in May by formal action of the Board of Trustees either as a component of the operating budget, or as a separate capital

budget and complies with all state and local legal requirements.

District Practice 9.2.0, Capitalization of Fixed Assets, establishes the capitalization thresholds for all asset classes and is determined at the beginning of the budget process each fiscal year by Staff and approved by the Board of Trustees as part of the annual budget process. When preparing capital and operating budgets, the following thresholds and criteria are considered. Items meeting these criteria are placed in the MYCP.

| <u>ASSET CLASS</u> | <u>MINIMUM COST</u> |
|----------------------------------|---------------------|
| Equipment | \$5,000 |
| Structures and Land Improvements | \$10,000 |

All of the following criteria shall also be used:

- a. The normal useful life of the item is three or more years.
- b. The item has an acquisition cost (including freight and installation) of at least the amounts listed above in each asset class.
- c. The item will not be substantially reduced in value by immediate use.
- d. In case of repair, the outlay will substantially prolong the life of an existing fixed asset or increase its productivity significantly, rather than merely returning the asset to a functioning unit or making repairs of a routine nature.
- e. The capitalization threshold is applied to individual items rather than to groups of similar items (e.g., desks and tables).

GENERAL FUND CAPITAL OUTLAY

The General Fund five year MYCP shows \$1,524,270 of planned capital expenditures. The largest in the five year window are;

- GEN 12 Fuels Management (\$1.0 Million) that continues the District's commitment and its long term partnership, since the early 1990's, with North Lake Tahoe Fire Protection District (NLTFPD) to keeping District assets safe from fire. The General Fund's five year plan includes fuels management in the amount of \$1 million and this project aligns with the District's long-term goal to maintain District assets.
- GEN 8 ADA Compliance – Replace Admin Building (\$32K) is for the replacement of the Anne Vorderbruggen Administration Building and beginning in year five (2015-2016), planning will commence to address the ADA compliance issue.

The remaining expenditures represent the normal cycle of equipment, vehicle replacement, and enhancements to existing information technology infrastructure.

**I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
GENERAL SUMMARY**

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|-----------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| GEN 1 | Admin Roof Replacement | - | - | - | - | 31,220 | 31,220 |
| GEN 2 | Copier Replacement - Admin | - | - | - | 16,000 | - | 16,000 |
| GEN 3 | IT Master Plan - Firewall/Remote Access | 12,000 | - | - | - | - | 12,000 |
| GEN 4 | IT Master Plan - Data Warehouse | - | 6,000 | - | - | - | 6,000 |
| GEN 5 | IT Master Plan - Wireless Network | - | 16,000 | - | - | - | 16,000 |
| GEN 6 | Upgrade Public Bathrooms ADA | - | - | - | - | 61,300 | 61,300 |
| GEN 7 | Replace carpeting | - | - | - | - | 45,000 | 45,000 |
| GEN 8 | ADA Compliance - Replace Admin Building | - | - | - | - | 32,000 | 32,000 |
| GEN 9 | Paint Interior | - | - | - | - | 46,900 | 46,900 |
| GEN 10 | Replace Facility Siding | - | - | 63,300 | - | - | 63,300 |
| GEN 12 | Fuels Management | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| GEN 13 | IT Pod - External Computer Room/Data Cent | - | 80,000 | - | - | - | 80,000 |
| GEN 16 | Replace Accounting System - Payroll Time C | - | - | - | - | - | - |
| GEN 17 | Parcel Master GIS Module | - | - | - | - | - | - |
| GEN 349 | Replace 1999 IT Van | - | 30,550 | - | - | - | 30,550 |
| GEN 610 | Replace 2008 GM Vehicle | - | - | 41,000 | - | 43,000 | 84,000 |
| <i>General Total:</i> | | 212,000 | 332,550 | 304,300 | 216,000 | 459,420 | 1,524,270 |

UTILITY FUND

The following is the five year summary of the Utility Fund MYCP. Utility shared capital is split 50/50 between Water and Sewer. See the following three sections for the summary list of projections.

I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM

| | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|
| Utilities | | | | | | |
| Water | 3,986,234 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 10,650,295 |
| Sewer | 2,830,725 | 2,838,108 | 2,929,890 | 3,206,650 | 2,932,213 | 14,737,585 |
| Total Utilities | 6,816,959 | 5,838,092 | 3,884,538 | 4,571,153 | 4,277,138 | 25,387,880 |
| Grant Funding | | | | | | |
| Water | (29,187) | - | - | - | - | (29,187) |
| Sewer | (1,387,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,787,500) |
| Total Grant Funding | (1,416,687) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,816,687) |
| NET CAPITAL TOTAL | 5,400,272 | 4,738,092 | 2,784,538 | 3,471,153 | 3,177,138 | 19,571,193 |

Water Department Five Year Capital Plan

The Water Department five year capital plan includes \$10.6 million planned capital cost of which \$29,187 has been identified as potentially grant funding eligible. The largest in the five year window are;

- WAT 1 Replace Watermains (\$2.45 Million) is a continuation of the multi-year program to replace the old thin-wall steel watermains and other deficient watermains. Our overall goal is to replace deficient watermains to keep our unaccounted for water loss to under 6% and to avoid costly pavement patch penalties imposed by Washoe County.
- WAT 4, Upgrade Burnt Cedar Water Disinfection Plant (\$5.65 Million) is in year 3 of a 4

year project and expects to spend another \$5.6 million which is over half of the five year Water Department capital plan. The project is a result of the Federal Government recently passing the Long Term 2 Enhanced Surface Water Treatment Rule which requires enhanced disinfection to provide additional protection from disease-causing microorganisms and contaminants that can form during drinking water treatment. This is for water systems that use surface water as their raw water supply. The rule requires that the District add a second disinfection process by the end of 2014.

**I.V.G.I.D. MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
WATER SUMMARY**

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Utilities</i> | | | | | | | |
| <i>Water</i> | | | | | | | |
| WAT 1 | Replace Watermains (2011-12 \$29,000 in Funding) | 88,950 | 944,000 | 475,000 | 400,000 | 540,000 | 2,447,950 |
| WAT 2 | Equipment Rehabs (Pumps/Motors/Telemetry) | 100,000 | 30,000 | 30,000 | 30,000 | - | 190,000 |
| WAT 3 | Replace Commercial Water Meters, Vaults, Lids | 68,959 | 71,027 | 73,158 | 75,353 | 77,613 | 366,110 |
| WAT 4 | Water Disinfection Plant - yr 3 of 4 yr project | 3,605,000 | 1,795,000 | - | - | 250,000 | 5,650,000 |
| WAT 5 | Wachs ERV 750 Valve Exercising Machine | 23,000 | - | - | - | - | 23,000 |
| WAT 7 | Recoat reservoir exteriors | - | 20,000 | 20,000 | 18,000 | 20,000 | 78,000 |
| WAT 8 | Water Pump Station roofs | - | - | 25,000 | 180,000 | - | 205,000 |
| WAT 465 | 2001 Pick-up Truck #465 | 20,400 | - | - | - | - | 20,400 |
| <i>Water Gross Sub Total:</i> | | 3,906,309 | 2,860,027 | 623,158 | 703,353 | 887,613 | 8,980,460 |
| Water Portion of Shared Capital Projects | | 79,925 | 139,958 | 331,490 | 661,150 | 457,313 | 1,669,835 |
| <i>Water Net Sub Total:</i> | | 3,986,234 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 10,650,295 |
| <i>Water Grant Funding</i> | | | | | | | |
| WAT 1 | Replace Watermains (2011-12 \$29,000 in Funding) | (29,187) | - | - | - | - | (29,187) |
| <i>Water Grant Funding Total:</i> | | (29,187) | - | - | - | - | (29,187) |
| <i>Water Net Total:</i> | | 3,957,047 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 10,621,108 |

Sewer Department Five Year Capital Plan

The Sewer Department five year capital plan includes \$14.7 million of planned capital cost of which \$5.8 million has been identified as potentially grant funding eligible thus net Sewer Department five year capital total is \$8.9 million.

The most important projects in the Sewer Department's capital plan over the next five years are the completion of the SEW 11 Effluent Export Line Phase I (\$1.3 Million) and the start of SEW 14 Phase II (\$8.75 Million). The Effluent Export Project started in 2003 with a planned completion date in 2011 to replace six miles of pipeline, make upgrades to the Spooner Pumping Station, and convert two State Park wastewater plants into raw wastewater pumping stations and install a new forcemain to deliver that wastewater to the District. Phase 2, will replace these two remaining sections within the Tahoe Basin (a total length of approximately 6-miles). These two projects are scheduled to receive 75% and 55% grant funding respectively.

I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM SEWER SUMMARY

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Utilities</i> | | | | | | | |
| <i>Sewer</i> | | | | | | | |
| SEW 1 | Replace WWTP biosolids bins | 29,000 | - | - | - | - | 29,000 |
| SEW 6 | Rebuild Pumps and Other Equipment | 25,000 | - | 50,000 | - | 100,000 | 175,000 |
| SEW 7 | Upgrade Wetlands Facility | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| SEW 8 | Upgrade Sewer Pump Stations | 75,000 | 140,000 | 175,000 | 50,000 | - | 440,000 |
| SEW 9 | Building Upgrades Treatment Plant | 16,800 | 32,050 | - | - | - | 48,850 |
| SEW 10 | Replace & Reline Sewer Mains & Manholes | - | 401,100 | 348,400 | 413,100 | 349,900 | 1,512,500 |
| SEW 11 | Effluent Export Line - Phase I (USACE 75% Funding) | 1,300,000 | - | - | - | - | 1,300,000 |
| SEW 14 | Effluent Export Line - Phase II (USACE 55% Funding) | 750,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 8,750,000 |
| SEW 15 | SR-28 Crystal Bay Utility Relocations | 530,000 | 100,000 | - | - | - | 630,000 |
| SEW 499 | 2001 Sellick Forklift | - | - | - | 57,400 | - | 57,400 |
| <i>Sewer Gross Sub Total:</i> | | 2,750,800 | 2,698,150 | 2,598,400 | 2,545,500 | 2,474,900 | 13,067,750 |
| <i>Sewer Portion of Shared Capital Projects</i> | | 79,925 | 139,958 | 331,490 | 661,150 | 457,313 | 1,669,835 |
| <i>Sewer Net Sub Total:</i> | | 2,830,725 | 2,838,108 | 2,929,890 | 3,206,650 | 2,932,213 | 14,737,585 |
| <i>Sewer Grant Funding:</i> | | | | | | | |
| SEW 11 | Effluent Export Line - Phase I (USACE 75% Funding) | (975,000) | - | - | - | - | (975,000) |
| SEW 14 | Effluent Export Line - Phase II (USACE 55% Funding) | (412,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (4,812,500) |
| <i>Sewer Grant Funding Total:</i> | | (1,387,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,787,500) |
| <i>Sewer Net Total:</i> | | 1,443,225 | 1,738,108 | 1,829,890 | 2,106,650 | 1,832,213 | 8,950,085 |

Public Works Shared (Utility Fund) Five Year Capital Plan

The shared Utility Fund projects are split 50/50 between the Water and Sewer Departments. The shared Utility Fund five year capital plan includes \$3.3 million in planned capital cost. Capital project PW 1 – Public Works Equipment Storage Building is \$1.15 million over the five year period. The project identifies a need to construct an enclosed equipment storage building to house the District's critical and emergency response equipment. The remaining shared Utility Fund capital addresses the normal cycle of equipment, vehicle replacement, and upgrade/replacement for existing software.

I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM PUBLIC WORKS SUMMARY

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|-----------------------------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Utilities</i> | | | | | | | |
| <i>Public Works - Shared</i> | | | | | | | |
| PW 1 | Public Works Equipment Storage Building | - | - | 250,000 | 900,000 | - | 1,150,000 |
| PW 2 | Repave Utility Facilities | - | 29,200 | 20,000 | 42,800 | 20,000 | 112,000 |
| PW 3 | Paint Interior Building #A | - | 33,620 | - | - | - | 33,620 |
| PW 4 | Raise Manholes & Valve Boxes | 50,000 | 60,000 | 60,000 | 60,000 | - | 230,000 |
| PW 5 | New Carpet Building #A | - | 40,245 | - | - | - | 40,245 |
| PW 7 | Large Format Printer Replacement | - | 22,000 | - | - | - | 22,000 |
| PW 8 | Utility Billings Systems | - | - | - | 50,000 | - | 50,000 |
| PW 9 | Fueling Facility Replacement | - | - | - | - | 20,000 | 20,000 |
| PW 294 | 1995 1-Ton Flatbed Truck w/ Crane #294 | 47,550 | - | - | - | - | 47,550 |
| PW 294B | 2002 Snowplow #294B | 5,800 | - | - | - | - | 5,800 |
| PW 300A | Snowplow #300A | - | - | - | - | 17,600 | 17,600 |
| PW 304A | Snowplow #304A | - | - | - | - | 17,600 | 17,600 |
| PW 307A | Snowplow #307A | - | - | - | - | 17,600 | 17,600 |
| PW 315 | 1997 Forklift #315 | - | - | 33,900 | - | - | 33,900 |
| PW 321 | 1998 1-Ton Pick Up #321 | - | 35,500 | - | - | - | 35,500 |
| PW 326 | 1998 Slurry Liquidator #326 | - | - | - | 35,800 | - | 35,800 |
| PW 435 | 2000 1-Ton Service Truck w/ Liftgate #435 | 27,900 | - | - | - | - | 27,900 |
| PW 466 | 2001 Extend-A-Cab Pick-up | 28,600 | - | - | - | - | 28,600 |
| PW 467 | 2001 1/2 Ton Pick-Up #467 | - | 20,650 | - | - | - | 20,650 |
| PW 468 | 2001 Peterbilt Dump Truck | - | - | - | - | 149,000 | 149,000 |
| PW 473 | 2001 1-Ton Service Truck | - | 38,700 | - | - | - | 38,700 |
| PW 496 | 2001 Caterpillar 430D Backhoe | - | - | - | 117,800 | - | 117,800 |
| PW 523 | 2002 Caterpillar 950G Loader | - | - | - | - | 251,000 | 251,000 |
| PW 525 | 2002 Caterpillar 950G Loader | - | - | - | - | 251,000 | 251,000 |
| PW 534 | 2004 Freightliner Vactor Truck | - | - | 100,000 | - | - | 100,000 |
| PW 540 | 2004 GMC 1/2-Ton Pick-up | - | - | - | 24,400 | - | 24,400 |
| PW 542 | 2004 GMC 1-Ton Flatbed | - | - | - | 37,300 | - | 37,300 |
| PW 542A | 2004 9' Western Snow Plow | - | - | - | 5,750 | - | 5,750 |
| PW 543 | 2004 3/4-Ton Service Truck w/liftgate & crane | - | - | - | 43,100 | - | 43,100 |
| PW 543A | 2004 Auto Crane | - | - | - | 5,350 | - | 5,350 |
| PW 552 | 2004 Trackless Snowblower | - | - | 149,500 | - | - | 149,500 |
| PW 553 | 2005 Chevy 1/2-Ton Pick-up | - | - | - | - | 22,600 | 22,600 |
| PW 555 | 2005 Chevy 3/4-Ton Service Truck | - | - | - | - | 41,200 | 41,200 |
| PW 638 | 2010 International Vactor Truck | - | - | - | - | 100,000 | 100,000 |
| PW 642 | 2010 Sander/Spreader #642 | - | - | - | - | 7,025 | 7,025 |
| PW Loader | Loader Tire Chains (2-Sets) | - | - | 17,580 | - | - | 17,580 |
| PW Load. Tires | Loader Tires (2-Sets) | - | - | 32,000 | - | - | 32,000 |
| <i>Public Works Shared Total:</i> | | 159,850 | 279,915 | 662,980 | 1,322,300 | 914,625 | 3,339,670 |

INTERNAL SERVICES FUND

The Internal Services capital addresses the normal cycle of equipment and vehicle replacement for the Fleet and Buildings Departments. The capital project data sheets are included under the Internal Services tab.

I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM FLEET SUMMARY

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|-------------------------|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Internal Service</i> | | | | | | | |
| <i>Fleet</i> | | | | | | | |
| FLT 1 | New and Replacement Tools and Equipment | - | 14,000 | - | - | - | 14,000 |
| <i>Fleet Total:</i> | | - | 14,000 | - | - | - | 14,000 |

Buildings Department

I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM BUILDINGS SUMMARY

| Data Sheet Project Title | | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--------------------------|---|-------------|-------------|-------------|-------------|-------------|---------|
| Internal Service | | | | | | | |
| Buildings | | | | | | | |
| BLD 1 | Install/Upgrade Emergency eyewash/shower | 40,100 | - | - | - | - | 40,100 |
| BLD 293 | Replace 1995 Service Truck 4X4 (1-ton) #293 | - | 37,500 | - | - | - | 37,500 |
| BLD 519 | Replace 2003 Pick-up Truck 4X4 (1-ton) #519 | - | 37,975 | - | - | - | 37,975 |
| BLD 535 | 2003 Genie Scissor Lift | - | - | 10,600 | - | - | 10,600 |
| <i>Buildings Total:</i> | | 40,100 | 75,475 | 10,600 | - | - | 126,175 |

COMMUNITY SERVICE FUND

The Community Services five year capital plan includes \$17 million of planned capital cost of which \$3.2 million has been identified as potentially grant funding eligible thus net Community Services five year capital total is \$13.8 million. Multi Year Capital Plan Summaries by Department Summaries follow.

I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM

| | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Community Services | | | | | | |
| Championship Golf | 148,680 | 856,875 | 588,920 | 336,380 | 365,125 | 2,295,980 |
| Mountain Golf | 116,610 | 274,850 | 391,260 | 835,220 | 350,955 | 1,968,895 |
| Facilities | 14,235 | 147,008 | 138,265 | 14,250 | 29,980 | 343,738 |
| Ski | 467,393 | 1,366,522 | 2,032,293 | 560,456 | 969,931 | 5,396,595 |
| Parks | 2,390,275 | 2,185,000 | 978,400 | 482,500 | 117,700 | 6,153,875 |
| Tennis | 21,800 | 17,000 | 47,800 | 42,250 | - | 128,850 |
| Recreation | 228,120 | 112,436 | 296,619 | 75,020 | 46,371 | 758,566 |
| Total Community Services | 3,387,113 | 4,959,691 | 4,473,557 | 2,346,076 | 1,880,062 | 17,046,499 |
| Grant Funding | | | | | | |
| Parks | (1,500,000) | (1,000,000) | (750,000) | - | - | (3,250,000) |
| Total Grant Funding | (1,500,000) | (1,000,000) | (750,000) | - | - | (3,250,000) |
| NET CAPITAL TOTAL | 1,887,113 | 3,959,691 | 3,723,557 | 2,346,076 | 1,880,062 | 13,796,499 |

Championship Golf Course

The Championship Golf Course five year capital plan is \$2.3 million of planned capital cost of which \$692,685 is shared rolling stock and equipment with the Mountain Golf Course. The three largest capital projects are;

- CGO 19 - Replace Electric golf Cart Fleet (\$352K) is scheduled in year two of the 5 year MYCP and as the time frame for purchase approaches, a lease versus purchase decision will be made
- CGO 5 - Material Storage Bin (\$217K) project is slated to start the pre-design phase and since District Staff recognizes that this is a prime location for other possible uses, we are going to be exploring possible alternative sites
- CGO 2 - Championship Course Improvements (\$205K) addresses improvements on the Championship Golf Course including building new forward tees, refacing of certain existing bunkers and greens.

**I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
CHAMPIONSHIP GOLF SUMMARY**

Data Sheet Project Title

| | | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|---|-------------|-------------|-------------|-------------|-------------|-----------|
| Community Services | | | | | | | |
| <i>Championship Golf</i> | | | | | | | |
| CGO 1 | Driving Range Improvements | - | 20,000 | 75,000 | - | - | 95,000 |
| CGO 2 | Championship Course Improvements | - | 125,000 | 80,000 | - | - | 205,000 |
| CGO 3 | Wash Pad Improvements | - | - | - | - | 70,000 | 70,000 |
| CGO 5 | Material Storage Bins | 41,500 | 176,000 | - | - | - | 217,500 |
| CGO 6 | Bartender Pass Through | 7,250 | - | - | - | - | 7,250 |
| CGO 7 | Replace Roof Champ Golf Maintenance | - | - | 91,440 | - | - | 91,440 |
| CGO 8 | Irrigation Improvements | 13,000 | - | 30,000 | 75,000 | - | 118,000 |
| CGO 9 | Remodel On Course Bathrooms, #14 & #6 | - | - | - | - | 30,940 | 30,940 |
| CGO 11 | Pavement Improvements | - | 69,400 | - | - | - | 69,400 |
| CGO 16 | Champ Grille Kitchen Equip. | - | 10,025 | 32,190 | - | - | 42,215 |
| CGO 18 | The Grille Furniture & Bar Cooler | - | 6,500 | 9,000 | - | - | 15,500 |
| CGO 19 | Replace Electric Golf Cart Fleet | - | 352,000 | - | - | - | 352,000 |
| GO 505 | 2001 Toro Greensmaster 1600 #505 | - | - | - | - | 9,650 | 9,650 |
| GO 506 | 2001 Toro Greensmaster 1600 #506 | - | - | - | - | 9,650 | 9,650 |
| GO 511 | 2002 JD 2653 Trim Mower #511 | - | 36,000 | - | - | - | 36,000 |
| GO 564 | 2005 Carryall Club Car #564 | - | - | - | - | 9,600 | 9,600 |
| GO 565 | 2005 Carryall Club Car #565 | - | - | - | - | 9,600 | 9,600 |
| GO 566 | 2005 Carryall Club Car #566 | - | - | - | - | 9,600 | 9,600 |
| GO 567 | 2005 Carryall Club Car #567 | - | - | - | - | 9,600 | 9,600 |
| GO 569 | 2005 John Deere Pro Gator #569 | - | - | - | - | 28,500 | 28,500 |
| GO 570 | 2005 JD 3235 Fairway Mower #570 | - | - | - | - | 54,100 | 54,100 |
| GO 571 | 2005 Boffalo Turbin Debris Blower #571 | - | - | 7,850 | - | - | 7,850 |
| GO 575 | 2005 Toro Greensmaster 1000 #575 | 8,900 | - | - | - | - | 8,900 |
| GO 576 | 2005 Toro Greensmaster 1000 #576 | 8,900 | - | - | - | - | 8,900 |
| GO 577 | 2005 Toro Greensmaster 1000 #577 | 8,900 | - | - | - | - | 8,900 |
| GO 578 | 2005 Toro Greensmaster 1000 #578 | 8,900 | - | - | - | - | 8,900 |
| GO 579 | 2005 Toro Greensmaster 1000 #579 | 8,900 | - | - | - | - | 8,900 |
| GO 580 | 2005 Toro Greensmaster 1000 #580 | 8,900 | - | - | - | - | 8,900 |
| GO 600 | 2007 Club Car Carryall Ball Picker #600 | - | - | - | - | 20,600 | 20,600 |
| GO 606 | 2007 3500D Toro Rotary Mower #606 | - | - | 30,900 | - | - | 30,900 |
| <i>Championship Golf Sub Total:</i> | | 115,150 | 794,925 | 356,380 | 75,000 | 261,840 | 1,603,295 |
| <i>Championship Golf Portion of Shared Capital Projects (70%)</i> | | 33,530 | 61,950 | 232,540 | 261,380 | 103,285 | 692,685 |
| <i>Championship Golf Total</i> | | 148,680 | 856,875 | 588,920 | 336,380 | 365,125 | 2,295,980 |

Mountain Golf Course

The Mountain Golf Course five year capital plan is \$1.9 million of planned capital cost of which \$296,865 is shared rolling stock and equipment with the Championship Golf Course. The two largest capital projects are;

- MG10 Mountain Course New Clubhouse (\$745K) begins planning in 2012-2013 to address the ADA compliance issues at Mountain Golf Course
- MGO 12 - Replace Gas Golf Cart Fleet (\$186K) which is for the replacement of the 58 gas golf carts and a lease verses purchase decision will be made as we get closer to the decision point

**I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
MOUNTAIN GOLF SUMMARY**

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Community Services | | | | | | | |
| <i>Mountain Golf</i> | | | | | | | |
| MGO 1 | Mountain Course Tee and Bunker Renovation | 18,000 | 19,500 | 21,000 | 22,500 | 50,000 | 131,000 |
| MGO 2 | Wash Pad Improvements | - | - | - | - | 70,000 | 70,000 |
| MGO 3 | Install New Siding Mtn Pro Shop | - | 35,400 | - | - | - | 35,400 |
| MGO 4 | Remodel On Course Bathrooms, #6 & #13/14 | - | - | - | - | 44,240 | 44,240 |
| MGO 5 | Install Air Conditioning in Pro Shop | - | 21,800 | - | - | - | 21,800 |
| MGO 6 | Replace Deck Mtn. Pro Shop | - | 119,600 | - | - | - | 119,600 |
| MGO 7 | ADA Access to #6 Tee Restroom | - | - | - | 20,000 | 95,000 | 115,000 |
| MGO 8 | Pavement Improvements | - | 17,000 | - | 30,700 | - | 47,700 |
| MGO 9 | Irrigation Improvements | - | - | - | 25,000 | - | 25,000 |
| MGO 10 | Mountain Course New Clubhouse | - | 35,000 | 85,000 | 625,000 | - | 745,000 |
| MGO 12 | Replace Gas Golf Cart Fleet | - | - | 185,600 | - | - | 185,600 |
| GO 420 | 1997 Toro Sand Pro 3020 #420 | 13,900 | - | - | - | - | 13,900 |
| GO 463 | 2000 Toro Tri-Plex Mower 3250D #463 | 35,400 | - | - | - | - | 35,400 |
| GO 481 | 2001 JD 2653 Trim Mower #481 | 34,940 | - | - | - | - | 34,940 |
| GO 568 | 2005 Carryall Club Car #568 | - | - | - | - | 9,600 | 9,600 |
| GO 598 | 2007 Toro Tri-Plex 3250D Mower #598 | - | - | - | - | - | - |
| GO 601 | 2007 Buffalo Turbin Debris Blower #601 | - | - | - | - | - | - |
| GO 614 | 2008 Toro Tri-Plex Mower #614 | - | - | - | - | 37,850 | 37,850 |
| <i>Mountain Golf Sub Total:</i> | | 102,240 | 248,300 | 291,600 | 723,200 | 306,690 | 1,672,030 |
| <i>Mountain Golf Portion of Shared Capital Projects (30%)</i> | | 14,370 | 26,550 | 99,660 | 112,020 | 44,265 | 296,865 |
| <i>Mountain Golf Total</i> | | 116,610 | 274,850 | 391,260 | 835,220 | 350,955 | 1,968,895 |

Golf Shared Capital

The golf shared projects are split 70/30 between the Championship Golf Course and the Mountain Golf Course and totals \$989,550 of planned capital cost. The Championship Golf Course portion is \$692,685 and the Mountain Golf Course portion is \$296,865.

I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM GOLF SHARED SUMMARY

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|--|-------------|-------------|-------------|-------------|-------------|---------|
| <i>Community Services</i> | | | | | | | |
| <i>Golf Shared</i> | | | | | | | |
| GO 97-058 | 2005 Vibratory Greens Rollers | - | - | 7,100 | - | - | 7,100 |
| GO 365 | 1989 Lely Fertilizer Spreader #365 | - | 5,700 | - | - | - | 5,700 |
| GO 413 | 1996 Toro Aerator #413 | - | - | 14,950 | - | - | 14,950 |
| GO 417 | 1997 Toro 5500 Spray Rig #417 | 42,400 | - | - | - | - | 42,400 |
| GO 419 | 1997 1-Ton Dump Truck #419 | - | - | 35,400 | - | - | 35,400 |
| GO 430 | 1999 Carryall Club Car #430 | - | - | 9,400 | - | - | 9,400 |
| GO 431 | 1999 Carryall Club Car #431 | - | - | 9,400 | - | - | 9,400 |
| GO 432 | 1999 Carryall Club Car #432 | - | - | 9,400 | - | - | 9,400 |
| GO 433 | 1999 Carryall Club Car #433 | - | - | 9,400 | - | - | 9,400 |
| GO 442 | 1999 Toro Rake-O-Vac #442 | - | 29,200 | - | - | - | 29,200 |
| GO 447 | 1999 Carryall Club Car #447 | - | - | 9,400 | - | - | 9,400 |
| GO 448 | 1999 Carryall Club Car #448 | - | - | - | 9,400 | - | 9,400 |
| GO 449 | 1999 Carryall Club Car #449 | - | - | - | 9,400 | - | 9,400 |
| GO 450 | 1999 Carryall Club Car #450 | - | - | - | 9,400 | - | 9,400 |
| GO 451 | 1999 Carryall Club Car #451 | - | - | - | 9,400 | - | 9,400 |
| GO 452 | 1999 Carryall Club Car #452 | - | - | - | 9,400 | - | 9,400 |
| GO 464 | 2000 John Deere 5310 Tractor #464 | - | - | - | - | 41,500 | 41,500 |
| GO 476 | 2001 John Deere 800 Greens Aerator #476 | - | - | 14,950 | - | - | 14,950 |
| GO 477 | 200 Spicker/Seeder #477 | - | - | - | 8,800 | - | 8,800 |
| GO 479 | 2001 Aerothatch Seeder | - | - | - | 15,900 | - | 15,900 |
| GO 482 | 2001 JD 3235 Fairway Mower #482 | - | - | 52,900 | - | - | 52,900 |
| GO 483 | 2001 John Deere Pro Gator #483 | - | 26,800 | - | - | - | 26,800 |
| GO 484 | 2001 John Deere Pro Gator #484 | - | 26,800 | - | - | - | 26,800 |
| GO 495 | 2001 Toro Tri-Plex 3250D Mower #495 | - | - | - | 38,600 | - | 38,600 |
| GO 500 | 2001 Shattertine Aerifier #500 | - | - | - | - | 7,000 | 7,000 |
| GO 512 | 2002 JD 3235 Fairway Mower #512 | - | - | 51,000 | - | - | 51,000 |
| GO 514 | 2002 Toro Hydroject 3000 #514 | - | - | - | - | 29,950 | 29,950 |
| GO 515 | 2002 Toro 4000D Rough Mower #515 | - | - | - | 59,600 | - | 59,600 |
| GO 527 | 2002 Bar Cart #527 | - | - | 27,800 | - | - | 27,800 |
| GO 528 | 2002 Bar Cart #528 | - | - | 27,800 | - | - | 27,800 |
| GO 529 | 2002 Bar Cart #529 | - | - | 27,800 | - | - | 27,800 |
| GO 533 | 2003 Ty-Crop Propass #533 | - | - | - | - | 10,200 | 10,200 |
| GO 545 | Replace John Deere Pro Gator #545 | - | - | - | 27,900 | - | 27,900 |
| GO 546 | Replace John Deere Pro Gator #546 | - | - | - | 27,900 | - | 27,900 |
| GO 547 | Replace John Deere Pro Gator #547 | - | - | - | 27,900 | - | 27,900 |
| GO 586 | 2006 Toro 1250 Spray Rig #586 | - | - | - | 30,300 | - | 30,300 |
| GO 592 | 2006 John Deere 1500 Fairway Aerator #592 | - | - | 25,500 | - | - | 25,500 |
| GO 607 | 2007 Trilo Verticutter/Vacuum/Sweeper #607 | - | - | - | - | 58,900 | 58,900 |
| GO 616 | 2008 Planetair HD50 #616 | - | - | - | 28,600 | - | 28,600 |
| GO 620 | 2008 John Deere 1500 Fairway Aerator #620 | - | - | - | 24,300 | - | 24,300 |
| GO Grinder | Replace Reel Grinder | - | - | - | 36,600 | - | 36,600 |
| GO Harvester | Purchase JD TC 125- Shared | 5,500 | - | - | - | - | 5,500 |
| <i>Golf Shared Total:</i> | | 47,900 | 88,500 | 332,200 | 373,400 | 147,550 | 989,550 |
| <i>Championship Golf Portion of Shared Capital Projects (70%)</i> | | 33,530 | 61,950 | 232,540 | 261,380 | 103,285 | 692,685 |
| <i>Mountain Golf Portion of Shared Capital Projects (30%)</i> | | 14,370 | 26,550 | 99,660 | 112,020 | 44,265 | 296,865 |

Facilities

The Facilities five year capital plan is \$343,738 of planned capital cost. The two largest capital projects are;

FFB 9 - Chateau Replace Carpet (\$81K)

FFB 20 – Catering Kitchen Equipment (42K)

**I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
FACILITIES F&B SUMMARY**

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---------------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Community Services | | | | | | | |
| <i>Facilities</i> | | | | | | | |
| FFB 1 | F&B Computer Equipment - POS Work Stations | - | 14,173 | - | 14,250 | - | 28,423 |
| FFB 2 | Pipe & Drape for Chateau Ballroom | 5,235 | - | - | - | - | 5,235 |
| FFB 3 | Repair/Repalce Front Entrance Concrete | - | - | 30,080 | - | - | 30,080 |
| FFB 4 | Banquet China | - | 25,225 | - | - | - | 25,225 |
| FFB 6 | Replace Catering Tables | - | 19,237 | - | - | - | 19,237 |
| FFB 7 | Aspen Grove - Replace Carpet | - | - | - | - | 8,340 | 8,340 |
| FFB 8 | Aspen Grove - Replace Siding | - | - | - | - | 21,640 | 21,640 |
| FFB 9 | Chateau - Replace Carpet | - | 40,920 | 40,220 | - | - | 81,140 |
| FFB 10 | Resurface Patio Deck -Chateau | - | - | 22,240 | - | - | 22,240 |
| FFB 12 | Replace Banquet Silverware | 9,000 | - | - | - | - | 9,000 |
| FFB 20 | Catering Kitchen Equipment | - | 18,953 | 22,625 | - | - | 41,578 |
| FFB 474 | 2001 Pick-up Truck 4x4 (1/2-Ton) | - | - | 23,100 | - | - | 23,100 |
| FFB 509 | 2002 Cargo Van 4x4 | - | 28,500 | - | - | - | 28,500 |
| <i>Facilities Total:</i> | | 14,235 | 147,008 | 138,265 | 14,250 | 29,980 | 343,738 |

Diamond Peak Ski Resort

The Diamond Peak Ski Resort five-year capital plan is \$5.4 million. The largest capital projects in the next five years are;

- Ski 1 Incline Creek Culvert Rehabilitation (\$1.07 Million) the work proposed in 2011-2012 will provide much better clarity with regards to condition, schedule, and potential costs for the Incline Creek Culvert
- Ski 2- Implement Snowmaking Master Plan Phase 3 (\$894K) this is the third and final phase of the implementation of the three-phase Revised Snowmaking Master Plan. Install airless technology (fan guns, etc.) to reduce the noise factor associated with conventional snowmaking and to maximize our efficient use of water and electricity
- Ski 3 – Replace Ski Rental Equipment (1.09 Million) which is the ski rental purchases in each of the five years
- Ski 531 and 551 – Replace Grooming Vehicles (\$594K) are scheduled for purchase every other year.

I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
SKI SUMMARY

| Data Sheet | Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---------------------------|--|-------------|-------------|-------------|-------------|-------------|-----------|
| Community Services | | | | | | | |
| <i>Ski</i> | | | | | | | |
| Ski 1 | Incline Creek Culvert Rehabilitation | 60,000 | 135,000 | 875,000 | - | - | 1,070,000 |
| Ski 2 | Implement Snowmaking Master Plan - Phase 3 | - | 208,000 | - | 25,750 | 661,020 | 894,770 |
| Ski 3 | Replace Ski Rental Equipment | 197,000 | 208,000 | 198,000 | 190,000 | 295,000 | 1,088,000 |
| Ski 4 | Replace Snowflake wooden deck | - | 86,400 | - | - | - | 86,400 |
| Ski 5 | Vehicle Shop/ Snowmaking Pumphouse | - | - | 24,190 | - | - | 24,190 |
| Ski 7 | Replace Operations Equipment | 34,000 | - | - | - | - | 34,000 |
| Ski 8 | Snowmaking pipe replacement | 40,000 | - | 25,000 | 25,000 | - | 90,000 |
| Ski 9 | Pavement Improvements | 36,000 | 60,000 | 675,000 | - | - | 771,000 |
| Ski 11 | Diamond Peak Lodge Chairs | 35,090 | - | - | - | - | 35,090 |
| Ski 12 | Snowflake Lodge Kitchen Equipment | 7,018 | - | - | - | - | 7,018 |
| Ski 13 | Diamond Peak Loft Bar Kitchen Equip. | - | - | - | 5,600 | - | 5,600 |
| Ski 14 | Diamond Peak Main Kitchen Equip. | 10,025 | - | - | 12,600 | - | 22,625 |
| Ski 15 | Replace Staff Uniforms | - | 103,175 | - | - | - | 103,175 |
| Ski 17 | Ticketing Kiosks | - | 53,000 | - | - | - | 53,000 |
| Ski 19 | Replace Child Ski Center Rental Equipment | 12,360 | 12,731 | 51,113 | 13,506 | 13,911 | 103,621 |
| Ski 20 | Upgrade Ski Dumbwaiter | 8,700 | - | - | - | - | 8,700 |
| Ski 309 | 1997 Snow blower #309 | - | 136,100 | - | - | - | 136,100 |
| Ski 348 | 1983 CASE 855C TRACK BACKHOE # 348 | - | - | 150,000 | - | - | 150,000 |
| Ski 531 | 2002 Replace Grooming vehicle # 531 | - | 320,000 | - | - | - | 320,000 |
| Ski 551 | Replace 2004 Grooming vehicle # 551 | - | - | - | 274,000 | - | 274,000 |
| Ski 559 | 2005 Suzuki ATV #559 | - | 6,500 | - | - | - | 6,500 |
| Ski 560 | 2005 Suzuki ATV #560 | - | 6,500 | - | - | - | 6,500 |
| Ski 561 | 1965 Trailer Mounted Arc Welder #561 | 10,000 | - | - | - | - | 10,000 |
| Ski 585 | 2006 Yamaha Rhino (ATV) #585 | - | 13,400 | - | - | - | 13,400 |
| Ski 626 | 2008 Ski Resort Snowmobile #626 | 8,600 | - | - | - | - | 8,600 |
| Ski 627 | 2008 Ski Resort Snowmobile #627 | 8,600 | - | - | - | - | 8,600 |
| Ski 633 | 2010 Ski Resort Snowmobile #633 | - | 8,858 | - | - | - | 8,858 |
| Ski 634 | 2010 Ski Resort Snowmobile #634 | - | 8,858 | - | - | - | 8,858 |
| Ski 639 | 2008 Yamaha Rhino (ATV) #639 | - | - | - | 14,000 | - | 14,000 |
| Ski 644 | 2011 Ski Resort Snowmobile #644 | - | - | 9,200 | - | - | 9,200 |
| Ski Loader | Loader Tire Chains (1-Set) | - | - | 8,790 | - | - | 8,790 |
| Ski Load. Tires | Loader Tires (1-Sets) | - | - | 16,000 | - | - | 16,000 |
| <i>Ski Total</i> | | 467,393 | 1,366,522 | 2,032,293 | 560,456 | 969,931 | 5,396,595 |

Parks Department

The Parks Department five year capital plan includes \$6.2 million of planned capital cost of which \$3.3 million has been identified as potential grant funding source which nets Parks and Recreation Department five year capital total to \$3 million.

The largest Park's capital projects are;

- PRK 8 BMPs & Pave Overflow Parking Lot (\$630K) It is time to move forward with a permanent solution for this lot, which has been proposed in the past. The overflow parking lot will be a paved surface and collect the runoff and treat it per the Tahoe Regional Planning Agency standards
- PRK 11 Village Green Restroom Remodel ADA Compliant (\$254K) is scheduled for 2012 -2013. The Village Green Bathrooms are not ADA compliant and must be upgraded to meet current code
- PRK 13 ADA Compliance Preston Park Facility & Parking Lot Preston Park renovation (\$832K) This project includes the remodel of existing bleacher/restroom/storage/dugout structure, implementation of ADA accessibility requirements, and irrigation and drainage system improvements. The Parking Lot is also scheduled for major replacement of the surface and installation of TRPA required site BMPs. Both efforts will be completed in a single construction mobilization during the summer of 2011
- PRK 14 Incline and Third Creeks Restoration (\$3.25 Million) This is the continuation of the Incline and Third Creek Restoration Project. Phase I restoration was completed dur-

ing the summer of 2009 and it restored Third Creek between Incline Way and Lakeshore Boulevard. This project is 100% grant funded.

- PRK 21 Replace Irrigation and Drainage (\$329K) The irrigation systems on fields 2 and 3 are among the oldest in the Parks System and are due for replacement.

**I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
PARKS SUMMARY**

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|----------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Community Services | | | | | | | |
| <i>Parks</i> | | | | | | | |
| PRK 4 | Install Incline Park Playground | - | - | - | - | 29,500 | 29,500 |
| PRK 6 | Exercise Stations-Fit Trails | - | 15,450 | 15,900 | - | - | 31,350 |
| PRK 8 | BMPs & Pave Overflow Parking Lot | - | 630,000 | - | - | - | 630,000 |
| PRK 10 | Pathway Village Green and Recreation Center/Tennis | - | 10,000 | 10,000 | 10,000 | - | 30,000 |
| PRK 11 | Village Green Restroom Remodel ADA Compliant | - | 253,700 | - | - | - | 253,700 |
| PRK 12 | Retrofit Ball field Lights I.P. 3 | - | 113,000 | - | - | - | 113,000 |
| PRK 13 | ADA Compliance Preston Park Facility & Parking Lot | 832,000 | - | - | - | - | 832,000 |
| PRK 14 | Incline and Third Creeks Restoration (75% USACE 25% Nevada) | 1,500,000 | 1,000,000 | 750,000 | - | - | 3,250,000 |
| PRK 16 | Village Green Pathway Improvements | - | 10,000 | 35,000 | 10,000 | - | 55,000 |
| PRK 18 | Preston Field Lot Repaving | - | - | - | 26,000 | - | 26,000 |
| PRK 19 | East/West Park Pavement Improvements | - | 12,000 | - | - | - | 12,000 |
| PRK 20 | Aspen Grove Paving Improvements | - | - | 20,000 | - | - | 20,000 |
| PRK 21 | Replace Irrigation and Drainage - Fields 2 & 3 | - | - | 15,000 | 313,500 | - | 328,500 |
| PRK 95-038 | 1995 Toro Aeroseeder #95-038 | 6,850 | - | - | - | - | 6,850 |
| PRK 95-059 | 2000 Scag Mower #95-059 | 6,925 | - | - | - | - | 6,925 |
| PRK 234 | 1986 Surf Rake #234 | - | - | 24,300 | - | - | 24,300 |
| PRK 292 | 1994 1-Ton Dump Truck #292 | 39,000 | - | - | - | - | 39,000 |
| PRK 355 | 1999 John Deere 5310 Tractor #355 | - | - | - | 52,400 | - | 52,400 |
| PRK 356 | 2000 Flatbed 4X4 (1/2 ton) #356 | - | - | 27,000 | - | - | 27,000 |
| PRK 434 | 2000 3/4-Ton Pick-Up #434 | - | 24,100 | - | - | - | 24,100 |
| PRK 472 | 2001 Ball Field Groomer #472 | - | 15,300 | - | - | - | 15,300 |
| PRK 480 | 2001 Ball Field Mower / Toro 3500D Groundsmaster #480 | - | 31,700 | - | - | - | 31,700 |
| PRK 485 | 2001 Toro Rake-O-Vac #485 | - | - | 30,500 | - | - | 30,500 |
| PRK 498 | 1996 Lely Fertilizer Spreader #498 | - | - | 5,600 | - | - | 5,600 |
| PRK 516 | 2002 John Deere Pro Gator #516 | - | 27,000 | - | - | - | 27,000 |
| PRK 518 | 2002 Ditch Witch Trencher #518 | - | - | 13,400 | - | - | 13,400 |
| PRK 520 | 2003 1-Ton Service Truck #520 | - | - | 24,400 | - | - | 24,400 |
| PRK 554 | 2005 Pick-up Truck 4x4 (3/4-Ton) #554 | - | - | - | - | 25,800 | 25,800 |
| PRK 557 | 2005 Ball Field Groomer #557 | - | 15,400 | - | - | - | 15,400 |
| PRK 562 | 2005 Shattertine Aerifier | - | - | - | - | 7,300 | 7,300 |
| PRK 563 | 2005 Diamond Master Groomer | - | - | - | 9,000 | - | 9,000 |
| PRK 572 | 2005 John Deere Pro Gator #572 | - | 27,350 | - | - | - | 27,350 |
| PRK 604 | 2007 John Deere Pro Gator #604 | - | - | - | 27,900 | - | 27,900 |
| PRK 605 | 2007 Toro 3500D Rotary Mower #605 | - | - | - | 33,700 | - | 33,700 |
| PRK 617 | 2008 Suzuki ATV #617 | - | - | 7,300 | - | - | 7,300 |
| PRK 623 | 2008 JD Pro-Gator #623 | - | - | - | - | 27,550 | 27,550 |
| PRK 624 | 2008 JD Pro-Gator #624 | - | - | - | - | 27,550 | 27,550 |
| PRK Harvester | Purchase JD TC 125- Shared | 5,500 | - | - | - | - | 5,500 |
| <i>Parks Gross Total:</i> | | 2,390,275 | 2,185,000 | 978,400 | 482,500 | 117,700 | 6,153,875 |
| <i>Parks Grant Funding</i> | | | | | | | |
| PRK 14 | Incline and Third Creeks Restoration (75% USACE 25% Nevada) | (1,500,000) | (1,000,000) | (750,000) | - | - | (3,250,000) |

Tennis Department

The Tennis Department five year capital plan is \$128,850 of planned capital cost. The two largest capital projects are;

- TN 5 – Resurface Tennis Courts 8-9-10-11 (\$42K) with novacushion coating
- TN 4 – Repave Tennis Facility (\$65K)

**I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
TENNIS SUMMARY**

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---------------------------|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Community Services</i> | | | | | | | |
| <i>Tennis</i> | | | | | | | |
| TN 2 | Replace Siding Tennis | 21,800 | - | - | - | - | 21,800 |
| TN 4 | Repave Tennis Facility | - | 17,000 | 47,800 | - | - | 64,800 |
| TN 5 | Resurface Tennis Courts 8-9-10-11 | - | - | - | 42,250 | - | 42,250 |
| <i>Tennis Total:</i> | | 21,800 | 17,000 | 47,800 | 42,250 | - | 128,850 |

Recreation Department

The Recreation Department five year capital plan is \$758,566 of planned capital cost. The largest capital projects are;

- RCT 1 – Fitness Equipment (\$219K) over the next five year for the regular replacement cycle for the purchase of fitness equipment for the Recreation Center that will include: Cardiovascular & strength training equipment (i.e. treadmills, stair climbers, stationary cycles, rowing machines, etc.)
- RCT 9 – Replace Roof Recreation Center (\$186)

**I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
RECREATION SUMMARY**

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---------------------------|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Community Services</i> | | | | | | | |
| <i>Recreation</i> | | | | | | | |
| RCT 1 | Fitness Equipment | 41,200 | 42,436 | 43,709 | 45,020 | 46,371 | 218,736 |
| RCT 3 | Replace Gym Lights | - | - | 19,360 | - | - | 19,360 |
| RCT 4 | Replace Lockers | - | 60,000 | - | - | - | 60,000 |
| RCT 5 | Paving Rec. Center Lot & Trails | 24,500 | 10,000 | 10,000 | 30,000 | - | 74,500 |
| RCT 6 | Upgrade HVAC Controls | 72,400 | - | - | - | - | 72,400 |
| RCT 7 | Replace Auto Scrubber | 18,920 | - | - | - | - | 18,920 |
| RCT 9 | Replace Roof Recreation Center | - | - | 186,010 | - | - | 186,010 |
| RCT 18 | Paint Interior of Recreation Center | - | - | 37,540 | - | - | 37,540 |
| RCT 298 | Replace 1995 15-Passenger Van #298 | 38,600 | - | - | - | - | 38,600 |
| RCT 305 | 1997 Replace GMC Yukon #305 | 32,500 | - | - | - | - | 32,500 |
| <i>Recreation Total:</i> | | 228,120 | 112,436 | 296,619 | 75,020 | 46,371 | 758,566 |

BEACH ENTERPRISE FUND

The Beach Enterprise Fund five year capital plan is \$543,530 of planned capital cost. The largest capital projects are;

- BE 4 - Repave Parking Lot – Burnt Cedar (\$102K) This project is to pave the Burnt Cedar parking lot in year 2 of the MYCP
- BE 22 - Ski Beach Bathroom Remodel ADA Compliant (\$247K) The Ski Beach Bathrooms are not ADA compliant and must be upgraded to meet current code.

**I.V.G.I.D. 5 YEAR MULTI YEAR CAPITAL IMPROVEMENT PROGRAM
BEACHES SUMMARY**

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|-----------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Beaches | | | | | | | |
| BE 1 | Repave Boat Ramp | - | - | 10,000 | - | - | 10,000 |
| BE 3 | Repave Parking Lot - Incline Beach | - | 18,000 | - | - | - | 18,000 |
| BE 4 | Repave Parking Lot - Burnt Cedar | - | 102,000 | - | - | - | 102,000 |
| BE 9 | Burnt Cedar Beach Kitchen | 6,200 | 6,600 | - | - | - | 12,800 |
| BE 10 | Incline Beach Kitchen | - | 6,600 | - | - | - | 6,600 |
| BE 16 | Picnic Tables | - | 15,000 | - | - | - | 15,000 |
| BE 18 | Community Family Gathering Area Improvements | - | - | 12,000 | 32,000 | - | 44,000 |
| BE 20 | Replace Beach Chairs | - | 24,000 | - | - | - | 24,000 |
| BE 22 | Ski Beach Bathroom Remodel ADA Compliant | - | - | 246,700 | - | - | 246,700 |
| BE 24 | Remodel Incline Beach Bathrooms | 18,260 | - | - | - | - | 18,260 |
| BE 25 | Incline Beach Roof /Siding Install | 35,470 | - | - | - | - | 35,470 |
| BE 26 | Replace Baby Pool Boiler | - | - | 10,700 | - | - | 10,700 |
| <i>Beaches Total:</i> | | 59,930 | 172,200 | 279,400 | 32,000 | - | 543,530 |

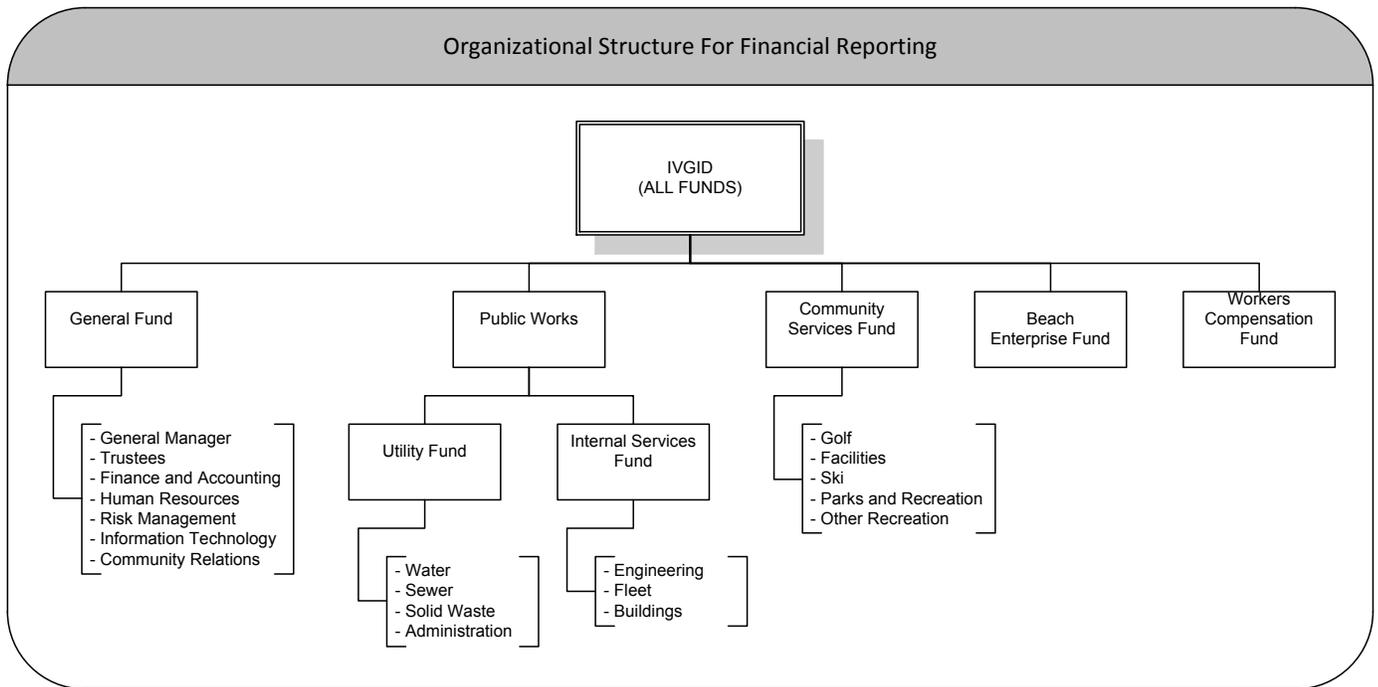
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This section provides the detail budget schedules of the 2011-2012 District operating budget and Capital Improvement Plan (CIP) budget for the District. The following All Funds Summary and Departments Sections are included in the Budget Plan section:

- All Funds
- General Fund
- Utility Fund
- Internal Services Fund
- Community Services Fund
- Beach Enterprise Fund
- Workers Compensation Fund

The following organizational chart gives the reader an overview of the District’s organizational structure and how the budget schedules rolls into the “All Funds” District budget schedules.



Each section contains a mission statement, goals and objectives, a description of services, and performance measures, and other relevant information.

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The following All Funds Summary schedules show the District sources and uses combined. The capital schedules show the capital expenditures at a high level. The detail schedules are in the individual sections.

The schedules on the following pages contain All Funds Summary by:

- Total Revenues and Sources and Expenditures and Uses 81
- Total Operating and Net Income (Loss) 82
- Total Sources and Uses by Fund 83
- Total Revenues and Sources by Fund 84
- Total Personnel Cost by Fund 85
- Total Services and Supplies by Fund 86
- Total Utilities by Fund 87
- 5 Year I.V.G.I.D. Multi Year Capital Improvement Plan At A Glance 88
- I.V.G.I.D. Capital Carry Forward to 2010-2011 96

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IVGID Budget Summary

All Funds Summary

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Ad Valorem Property Tax | 796,482 | 1,065,273 | 1,065,000 | 1,381,546 | 316,273 | 316,546 |
| Consolidated Taxes | 1,127,980 | 1,039,872 | 1,033,000 | 1,022,487 | (17,385) | (10,513) |
| Facilities Fees | 5,992,255 | 6,802,740 | 6,751,700 | 6,795,470 | (7,270) | 43,770 |
| Intergovernmental - Operating Grants | 87,000 | 12,000 | 84,000 | 12,000 | - | (72,000) |
| Sales and Fees | 19,509,742 | 20,970,145 | 20,457,108 | 20,918,800 | (51,345) | 461,692 |
| Fines and Penalties | 33,316 | 48,080 | 36,311 | 27,000 | (21,080) | (9,311) |
| Rents | 441,766 | 650,966 | 487,900 | 479,083 | (171,883) | (8,817) |
| Interfund Services | 1,976,492 | 2,023,219 | 2,064,222 | 2,135,978 | 112,759 | 71,756 |
| Other Financing Sources | | | | | | |
| Investment Earnings | 360,062 | 180,776 | 240,660 | 162,900 | (17,876) | (77,760) |
| Penalties and Interest | 41,817 | - | - | - | - | - |
| Non Operating Leases | 49,422 | 41,232 | 62,400 | 57,000 | 15,768 | (5,400) |
| Capital Grants | 2,946,025 | 5,785,000 | 3,272,234 | 5,047,726 | (737,274) | 1,775,492 |
| Proceeds from capital assets dispositions | 196,075 | - | 9,923 | - | - | (9,923) |
| Debt Proceeds | - | - | - | 3,000,000 | 3,000,000 | 3,000,000 |
| Total Revenues and Other Sources | 33,558,434 | 38,619,303 | 35,564,458 | 41,039,990 | 2,420,687 | 5,475,532 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 9,759,390 | 10,315,860 | 10,033,989 | 10,229,122 | (86,738) | 195,133 |
| Employee Fringe | 3,637,397 | 3,833,095 | 3,786,685 | 3,978,743 | 145,648 | 192,058 |
| Professional Services | 238,281 | 377,674 | 309,720 | 406,100 | 28,426 | 96,380 |
| Services and Supplies | 5,849,148 | 6,669,145 | 6,520,684 | 6,720,948 | 51,803 | 200,264 |
| Insurance | 530,459 | 549,411 | 461,830 | 481,500 | (67,911) | 19,670 |
| Worker Compensation Claims | 132,244 | 94,800 | 243,000 | 149,800 | 55,000 | (93,200) |
| Utilities | 2,253,825 | 2,530,638 | 2,214,032 | 2,560,200 | 29,562 | 346,168 |
| Cost of Goods and Services Sold | 990,122 | 1,036,258 | 1,046,000 | 824,320 | (211,938) | (221,680) |
| Extraordinary Items | 225,000 | - | - | - | - | - |
| Capital Expenditures | | | | | | |
| Capital Improvements | 6,880,152 | 15,871,174 | 11,230,263 | 10,304,102 | (5,567,072) | (926,161) |
| Capital Carry Forward | - | 2,111,371 | 1,502,821 | 3,969,397 | 1,858,026 | 2,466,576 |
| Capital Outlay | 250,906 | 198,000 | 145,000 | 12,000 | (186,000) | (133,000) |
| Fuels Management | 200,000 | 200,000 | 200,000 | 200,000 | - | - |
| Debt Service | | | | | | |
| Principal | 2,836,569 | 2,926,385 | 2,926,385 | 2,828,486 | (97,899) | (97,899) |
| Interest | 861,434 | 795,829 | 785,665 | 809,174 | 13,345 | 23,509 |
| Fiscal Agent Fees | 1,239 | 1,500 | 1,800 | 2,100 | 600 | 300 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | (5,673,231) | (5,034,681) | (1,957,787) | 3,715,444 | 3,076,894 |
| Property Owner's Discounts | (354,101) | (387,007) | - | - | 387,007 | - |
| Total Expenditures and Uses | 34,292,065 | 41,450,902 | 36,373,193 | 41,518,205 | 67,303 | 5,145,012 |
| Net Sources or Uses | (733,631) | (2,831,599) | (808,735) | (478,215) | 2,353,384 | 330,520 |

IVGID Departmental Budget Summary

All Funds Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--------------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Ad Valorem Property Tax | 796,482 | 1,065,273 | 1,065,000 | 1,381,546 | 316,273 | 316,546 |
| Consolidated Taxes | 1,127,980 | 1,039,872 | 1,033,000 | 1,022,487 | (17,385) | (10,513) |
| Recreation Facilities Fees | 5,126,716 | 6,021,040 | 5,970,000 | 5,897,320 | (123,720) | (72,680) |
| Beach Facilities Fees | 865,539 | 781,700 | 781,700 | 898,150 | 116,450 | 116,450 |
| Intergovernmental - Operating Grants | 87,000 | 12,000 | 84,000 | 12,000 | - | (72,000) |
| Sales and Fees | 19,509,742 | 20,970,145 | 20,457,108 | 20,918,800 | (51,345) | 461,692 |
| Fines and Penalties | 33,316 | 48,080 | 36,311 | 27,000 | (21,080) | (9,311) |
| Penalties and Interest | 41,817 | - | - | - | - | - |
| Rents | 441,766 | 650,966 | 487,900 | 479,083 | (171,883) | (8,817) |
| Intrafund Transfers | 1,873,747 | 1,912,161 | 1,944,170 | 2,010,678 | 98,517 | 66,508 |
| Interfund Services | 102,745 | 111,058 | 120,052 | 125,300 | 14,242 | 5,248 |
| Total Operating Revenue | 30,006,850 | 32,612,295 | 31,979,241 | 32,772,364 | 160,069 | 793,123 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 9,759,390 | 10,315,860 | 10,033,989 | 10,229,122 | (86,738) | 195,133 |
| Employee Fringe | 3,637,397 | 3,833,095 | 3,786,685 | 3,978,743 | 145,648 | 192,058 |
| Professional Services | 238,281 | 377,674 | 309,720 | 406,100 | 28,426 | 96,380 |
| Services and Supplies | 5,849,148 | 6,669,145 | 6,520,684 | 6,720,948 | 51,803 | 200,264 |
| Insurance | 530,459 | 549,411 | 461,830 | 481,500 | (67,911) | 19,670 |
| Worker Compensation Claims | 132,244 | 94,800 | 243,000 | 149,800 | 55,000 | (93,200) |
| Utilities | 2,253,825 | 2,530,638 | 2,214,032 | 2,560,200 | 29,562 | 346,168 |
| Cost of Goods and Services Sold | 990,122 | 1,036,258 | 1,046,000 | 824,320 | (211,938) | (221,680) |
| Depreciation | 5,192,065 | 5,447,606 | 5,278,645 | 5,195,000 | (252,606) | (83,645) |
| Fuels Management | 200,000 | 200,000 | 200,000 | 200,000 | - | - |
| Capital Outlay | 250,906 | 198,000 | 145,000 | 12,000 | (186,000) | (133,000) |
| Total Operating Expenses | 29,033,837 | 31,252,487 | 30,239,585 | 30,757,733 | (494,754) | 518,148 |
| Operating Income (Loss) | 973,013 | 1,359,808 | 1,739,656 | 2,014,631 | 654,823 | 274,975 |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 360,062 | 180,776 | 240,660 | 162,900 | (17,876) | (77,760) |
| Non Operating Leases | 49,422 | 41,232 | 62,400 | 57,000 | 15,768 | (5,400) |
| Gain (loss) on disposal of assets | 196,074 | - | 9,923 | - | - | (9,923) |
| Total Non Operating Revenue | 605,558 | 222,008 | 312,983 | 219,900 | (2,108) | (93,083) |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 861,434 | 795,829 | 785,665 | 809,174 | 13,345 | 23,509 |
| Amortization issuance cost | (35,979) | (39,154) | (39,153) | (53,628) | (14,474) | (14,475) |
| Fiscal Agent Fee | 1,239 | 1,500 | 1,800 | 2,100 | 600 | 300 |
| Extraordinary Items | 225,000 | - | - | - | - | - |
| Total Non Operating Expenses | 1,051,694 | 758,175 | 748,312 | 757,646 | (529) | 9,334 |
| Net Income | 526,877 | 823,641 | 1,304,327 | 1,476,885 | 653,244 | 172,558 |

IVGID Budget Summary

Total Sources and Uses by Fund

| | 2011-12 Budget | General Fund | Utility Fund | Community Services Fund | Beach Enterprise Fund | Internal Services Fund | Workers Comp Fund |
|--|-------------------|------------------|-------------------|-------------------------------|-----------------------------|------------------------------|-------------------------|
| Revenues | | | | | | | |
| Ad Valorem Property Tax | 1,381,546 | 1,381,546 | - | - | - | - | - |
| Consolidated Taxes | 1,022,487 | 1,022,487 | - | - | - | - | - |
| Facilities Fees | 6,795,470 | - | - | 5,897,320 | 898,150 | - | - |
| Intergovernmental - Operating Grants | 12,000 | - | - | 12,000 | - | - | - |
| Sales and Fees | 20,918,800 | - | 8,910,200 | 11,406,900 | 598,700 | 3,000 | - |
| Fines and Penalties | 27,000 | - | 27,000 | - | - | - | - |
| Rents | 479,083 | 1,683 | - | 383,500 | 93,900 | - | - |
| Interfund Services | 2,135,978 | - | 125,300 | 63,400 | - | 1,764,778 | 182,500 |
| Other Financing Sources | | | | | | | |
| Investment Earnings | 162,900 | 12,000 | 84,000 | 20,000 | 10,000 | - | 36,900 |
| Penalties and Interest | - | - | - | - | - | - | - |
| Non Operating Leases | 57,000 | - | - | 57,000 | - | - | - |
| Capital Grants | 5,047,726 | - | 3,547,726 | 1,500,000 | - | - | - |
| Proceeds from capital assets dispositions | - | - | - | - | - | - | - |
| Debt Proceeds | 3,000,000 | - | 3,000,000 | - | - | - | - |
| Total Revenues and Other Sources | 41,039,990 | 2,417,716 | 15,694,226 | 19,340,120 | 1,600,750 | 1,767,778 | 219,400 |
| Expenditures and Uses | | | | | | | |
| Personnel Cost | | | | | | | |
| Salaries and Wages | 10,229,122 | 1,614,636 | 2,042,704 | 5,275,901 | 433,603 | 862,278 | - |
| Employee Fringe | 3,978,743 | 727,806 | 965,550 | 1,750,718 | 120,166 | 414,503 | - |
| Professional Services | 406,100 | 146,300 | 97,600 | 58,300 | 67,300 | 9,000 | 27,600 |
| Services and Supplies | 6,720,948 | 392,035 | 1,488,000 | 3,680,080 | 697,733 | 463,100 | - |
| Insurance | 481,500 | 48,400 | 113,900 | 257,900 | 17,800 | 1,500 | 42,000 |
| Worker Compensation Claims | 149,800 | - | - | - | - | - | 149,800 |
| Utilities | 2,560,200 | 48,500 | 1,250,900 | 1,163,200 | 92,400 | 5,200 | - |
| Cost of Goods and Services Sold | 824,320 | - | - | 823,520 | - | 800 | - |
| Extraordinary Items | - | - | - | - | - | - | - |
| Capital Expenditures | | | | | | | |
| Capital Improvements | 10,304,102 | - | 6,816,959 | 3,387,113 | 59,930 | 40,100 | - |
| Capital Carry Forward | 3,969,397 | - | 3,782,316 | 157,081 | 30,000 | - | - |
| Capital Outlay | 12,000 | 12,000 | - | - | - | - | - |
| Fuels Management | 200,000 | 200,000 | - | - | - | - | - |
| Debt Service | | | | | | | |
| Principal | 2,828,486 | - | 953,485 | 1,766,073 | 108,928 | - | - |
| Interest | 809,174 | - | 284,942 | 500,268 | 23,964 | - | - |
| Fiscal Agent Fees | 2,100 | - | 350 | 1,492 | 258 | - | - |
| Interfund Transfers and Adjustments | | | | | | | |
| Transfers In/Out | - | (771,961) | 385,981 | 357,382 | 28,598 | - | - |
| Funded Capital | (1,957,787) | - | (1,668,929) | (168,828) | (79,930) | (40,100) | - |
| Property Owner's Discounts | - | - | - | - | - | - | - |
| Total Expenditures and Uses | 41,518,205 | 2,417,716 | 16,513,758 | 19,010,200 | 1,600,750 | 1,756,381 | 219,400 |
| Net Sources or Uses | (478,215) | - | (819,532) | 329,920 | - | 11,397 | - |

IVGID Budget Summary

Total Revenues and Other Sources by Fund

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| General Fund - Total | 1,961,138 | 2,109,201 | 2,118,900 | 2,417,716 | 308,515 | 298,816 |
| Utility Fund | | | | | | |
| Water | 3,948,876 | 5,108,995 | 5,089,173 | 7,212,326 | 2,103,331 | 2,123,153 |
| Sewer | 5,387,282 | 5,866,767 | 4,270,907 | 8,052,600 | 2,185,833 | 3,781,693 |
| Solid Waste | 390,134 | 397,351 | 382,300 | 369,300 | (28,051) | (13,000) |
| Tahoe Water Suppliers Association | (7,434) | 59,525 | 84,600 | 60,000 | 475 | (24,600) |
| Utility Fund - Total | 9,718,858 | 11,432,638 | 9,826,980 | 15,694,226 | 4,261,588 | 5,867,246 |
| Internal Services Fund | | | | | | |
| Fleet | 735,668 | 739,868 | 779,565 | 781,478 | 41,610 | 1,913 |
| Engineering | 336,647 | 377,250 | 353,870 | 392,800 | 15,550 | 38,930 |
| Buildings | 537,984 | 571,920 | 571,000 | 593,500 | 21,580 | 22,500 |
| Internal Services Fund - Total | 1,610,299 | 1,689,038 | 1,704,435 | 1,767,778 | 78,740 | 63,343 |
| Community Services Fund | | | | | | |
| Golf | 3,283,015 | 4,137,654 | 3,375,295 | 3,796,100 | (341,554) | 420,805 |
| Facilities | 1,090,103 | 1,382,076 | 1,085,000 | 675,600 | (706,476) | (409,400) |
| Ski | 5,849,419 | 5,685,933 | 6,128,830 | 6,054,200 | 368,267 | (74,630) |
| Recreation | 1,130,140 | 1,096,141 | 1,144,000 | 1,081,900 | (14,241) | (62,100) |
| Parks | 1,623,677 | 3,119,169 | 2,192,687 | 1,618,100 | (1,501,069) | (574,587) |
| Tennis | 183,384 | 198,095 | 189,000 | 196,900 | (1,195) | 7,900 |
| Other | 5,278,485 | 6,059,040 | 6,010,000 | 5,917,320 | (141,720) | (92,680) |
| Community Services Fund Total | 18,438,223 | 21,678,108 | 20,124,812 | 19,340,120 | (2,337,988) | (784,692) |
| Beach Enterprise Fund - Total | 1,590,043 | 1,537,048 | 1,580,531 | 1,600,750 | 63,702 | 20,219 |
| Workers Compensation Fund - Total | 239,873 | 173,270 | 208,800 | 219,400 | 46,130 | 10,600 |
| Total Revenues and Other Sources | 33,558,434 | 38,619,303 | 35,564,458 | 41,039,990 | 2,420,687 | 5,475,532 |

IVGID Budget Summary

Total Personnel Cost by Fund

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| General Fund - Total | 2,314,914 | 2,442,163 | 2,439,400 | 2,342,442 | (99,721) | (96,958) |
| Utility Fund | | | | | | |
| Water | 1,196,444 | 1,130,118 | 1,167,424 | 1,238,244 | 108,126 | 70,820 |
| Sewer | 1,506,643 | 1,578,662 | 1,508,100 | 1,578,781 | 119 | 70,681 |
| Solid Waste | 134,483 | 141,001 | 125,700 | 142,703 | 1,702 | 17,003 |
| Tahoe Water Suppliers Association | 385 | 44,670 | 44,100 | 48,526 | 3,856 | 4,426 |
| Utility Fund - Total | 2,837,955 | 2,894,451 | 2,845,324 | 3,008,254 | 113,803 | 162,930 |
| Internal Services Fund | | | | | | |
| Fleet | 523,422 | 540,766 | 515,000 | 561,609 | 20,843 | 46,609 |
| Engineering | 312,802 | 332,454 | 325,990 | 355,189 | 22,735 | 29,199 |
| Buildings | 334,759 | 362,755 | 345,300 | 359,983 | (2,772) | 14,683 |
| Internal Services Fund - Total | 1,170,983 | 1,235,975 | 1,186,290 | 1,276,781 | 40,806 | 90,491 |
| Community Services Fund | | | | | | |
| Golf | 1,700,133 | 1,886,849 | 1,783,020 | 1,769,951 | (116,898) | (13,069) |
| Facilities | 503,402 | 527,995 | 471,160 | 476,631 | (51,364) | 5,471 |
| Ski | 2,296,222 | 2,522,103 | 2,625,300 | 2,634,348 | 112,245 | 9,048 |
| Recreation | 1,372,242 | 1,385,678 | 1,365,090 | 1,402,620 | 16,942 | 37,530 |
| Parks | 298,585 | 325,544 | 313,200 | 329,018 | 3,474 | 15,818 |
| Tennis | 161,292 | 160,649 | 155,500 | 160,651 | 2 | 5,151 |
| Other | 148,632 | 152,667 | 66,000 | 253,400 | 100,733 | 187,400 |
| Community Services Fund Total | 6,480,508 | 6,961,485 | 6,779,270 | 7,026,619 | 65,134 | 247,349 |
| Beach Enterprise Fund - Total | 592,426 | 614,881 | 570,390 | 553,769 | (61,112) | (16,621) |
| Total Revenues and Other Sources | 13,396,786 | 14,148,955 | 13,820,674 | 14,207,865 | 58,910 | 387,191 |

IVGID Budget Summary

Total Services and Supplies by Fund

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| General Fund - Total | 307,653 | 439,757 | 371,000 | 392,035 | (47,722) | 21,035 |
| Utility Fund | | | | | | |
| Water | 672,145 | 487,591 | 573,180 | 593,248 | 105,657 | 20,068 |
| Sewer | 368,805 | 569,590 | 416,000 | 620,000 | 50,410 | 204,000 |
| Solid Waste | 206,420 | 240,269 | 203,200 | 245,800 | 5,531 | 42,600 |
| Tahoe Water Suppliers Association | - | 22,950 | 8,900 | 28,952 | 6,002 | 20,052 |
| Utility Fund - Total | 1,247,370 | 1,320,400 | 1,201,280 | 1,488,000 | 167,600 | 286,720 |
| Internal Services Fund | | | | | | |
| Fleet | 161,385 | 200,226 | 229,500 | 210,800 | 10,574 | (18,700) |
| Engineering | 18,364 | 27,191 | 22,900 | 31,400 | 4,209 | 8,500 |
| Buildings | 193,568 | 201,748 | 199,000 | 220,900 | 19,152 | 21,900 |
| Internal Services Fund - Total | 373,317 | 429,165 | 451,400 | 463,100 | 33,935 | 11,700 |
| Community Services Fund | | | | | | |
| Golf | 961,248 | 1,066,796 | 1,106,300 | 1,119,060 | 52,264 | 12,760 |
| Facilities | 369,920 | 511,084 | 513,500 | 275,550 | (235,534) | (237,950) |
| Ski | 1,038,541 | 1,174,508 | 1,307,200 | 1,273,220 | 98,712 | (33,980) |
| Recreation | 573,549 | 583,526 | 503,954 | 572,750 | (10,776) | 68,796 |
| Parks | 214,441 | 259,547 | 201,000 | 272,000 | 12,453 | 71,000 |
| Tennis | 68,918 | 76,100 | 58,000 | 70,300 | (5,800) | 12,300 |
| Other | 371,518 | 409,673 | 115,000 | 97,200 | (312,473) | (17,800) |
| Community Services Fund Total | 3,598,135 | 4,081,234 | 3,804,954 | 3,680,080 | (401,154) | (124,874) |
| Beach Enterprise Fund - Total | 322,673 | 398,588 | 692,050 | 697,733 | 299,145 | 5,683 |
| Total Revenues and Other Sources | 5,849,148 | 6,669,144 | 6,520,684 | 6,720,948 | 51,804 | 200,264 |

IVGID Budget Summary

Total Utilities by Fund

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| General Fund - Total | 46,078 | 47,223 | 43,200 | 48,500 | 1,277 | 5,300 |
| Utility Fund | | | | | | |
| Water | 626,735 | 671,401 | 617,100 | 678,100 | 6,699 | 61,000 |
| Sewer | 543,261 | 557,772 | 517,000 | 571,100 | 13,328 | 54,100 |
| Solid Waste | 1,048 | 1,396 | 1,400 | 1,700 | 304 | 300 |
| Utility Fund - Total | 1,171,044 | 1,230,569 | 1,135,500 | 1,250,900 | 20,331 | 115,400 |
| Internal Services Fund | | | | | | |
| Fleet | 1,400 | 1,402 | 1,200 | 1,300 | (102) | 100 |
| Engineering | 457 | 852 | 900 | 1,000 | 148 | 100 |
| Buildings | 3,657 | 4,154 | 3,100 | 2,900 | (1,254) | (200) |
| Internal Services Fund - Total | 5,514 | 6,408 | 5,200 | 5,200 | (1,208) | - |
| Community Services Fund | | | | | | |
| Golf | 249,930 | 278,039 | 256,997 | 262,400 | (15,639) | 5,403 |
| Facilities | 59,371 | 60,465 | 58,750 | 58,400 | (2,065) | (350) |
| Ski | 394,879 | 553,087 | 406,310 | 601,100 | 48,013 | 194,790 |
| Recreation | 189,983 | 199,187 | 166,925 | 179,100 | (20,087) | 12,175 |
| Parks | 48,520 | 54,291 | 51,500 | 55,200 | 909 | 3,700 |
| Tennis | 6,673 | 7,034 | 6,500 | 7,000 | (34) | 500 |
| Community Services Fund Total | 949,356 | 1,152,103 | 946,982 | 1,163,200 | 11,097 | 216,218 |
| Beach Enterprise Fund - Total | 81,833 | 94,335 | 83,150 | 92,400 | (1,935) | 9,250 |
| Total Revenues and Other Sources | 2,253,825 | 2,530,638 | 2,214,032 | 2,560,200 | 29,562 | 346,168 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|-----------|
| General | | | | | | |
| Admin Roof Replacement | - | - | - | - | 31,220 | 31,220 |
| Copier Replacement - Admin | - | - | - | 16,000 | - | 16,000 |
| IT Master Plan - Firewall/Remote Access | 12,000 | - | - | - | - | 12,000 |
| IT Master Plan - Data Warehouse | - | 6,000 | - | - | - | 6,000 |
| IT Master Plan - Wireless Network | - | 16,000 | - | - | - | 16,000 |
| Upgrade Public Bathrooms ADA Compliant | - | - | - | - | 61,300 | 61,300 |
| Replace carpeting | - | - | - | - | 45,000 | 45,000 |
| ADA Compliance - Replace Admin Building | - | - | - | - | 32,000 | 32,000 |
| Paint Interior | - | - | - | - | 46,900 | 46,900 |
| Replace Facility Siding | - | - | 63,300 | - | - | 63,300 |
| Fuels Management | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| IT Pod - External Computer Room/Data Center | - | 80,000 | - | - | - | 80,000 |
| Replace Accounting System - Payroll Time Clocks | - | - | - | - | - | - |
| Parcel Master GIS Module | - | - | - | - | - | - |
| Replace 1999 IT Van | - | 30,550 | - | - | - | 30,550 |
| Replace 2008 GM Vehicle | - | - | 41,000 | - | 43,000 | 84,000 |
| | 212,000 | 332,550 | 304,300 | 216,000 | 459,420 | 1,524,270 |

Utilities

Water

| | | | | | | |
|--|-----------|-----------|---------|-----------|-----------|------------|
| Replace Watermains (2011-12 \$29,000 in Funding) | 88,950 | 944,000 | 475,000 | 400,000 | 540,000 | 2,447,950 |
| Equipment Rehabs (Pumps/Motors/Telemetry) | 100,000 | 30,000 | 30,000 | 30,000 | - | 190,000 |
| Replace Commercial Water Meters, Vaults, Lids | 68,959 | 71,027 | 73,158 | 75,353 | 77,613 | 366,110 |
| Water Disinfection Plant - yr 3 of 4 yr project | 3,605,000 | 1,795,000 | - | - | 250,000 | 5,650,000 |
| Wachs ERV 750 Valve Exercising Machine | 23,000 | - | - | - | - | 23,000 |
| Recoat reservoir exteriors | - | 20,000 | 20,000 | 18,000 | 20,000 | 78,000 |
| Water Pump Station roofs | - | - | 25,000 | 180,000 | - | 205,000 |
| Residential meter and electronics replacement | - | - | - | - | - | - |
| 2001 Pick-up Truck #465 | 20,400 | - | - | - | - | 20,400 |
| <i>Water Gross Sub Total:</i> | 3,906,309 | 2,860,027 | 623,158 | 703,353 | 887,613 | 8,980,460 |
| Water Portion of Shared Capital Projects | 79,925 | 139,958 | 331,490 | 661,150 | 457,313 | 1,669,835 |
| <i>Water Net Sub Total:</i> | 3,986,234 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 10,650,295 |

Water Grant Funding

| | | | | | | |
|--|-----------|-----------|---------|-----------|-----------|------------|
| Replace Watermains (2011-12 \$29,000 in Funding) | (29,187) | - | - | - | - | (29,187) |
| <i>Water Grant Funding Total:</i> | (29,187) | - | - | - | - | (29,187) |
| <i>Water Net Total:</i> | 3,957,047 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 10,621,108 |

Sewer

| | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|------------|
| Replace WWTP biosolids bins | 29,000 | - | - | - | - | 29,000 |
| Concrete Pad Replacement | - | - | - | - | - | - |
| Rebuild Blower | - | - | - | - | - | - |
| Aeration basin and wetwell structure evaluation | - | - | - | - | - | - |
| Replace 3 Chemical Tanks | - | - | - | - | - | - |
| Rebuild Pumps and Other Equipment | 25,000 | - | 50,000 | - | 100,000 | 175,000 |
| Upgrade Wetlands Facility | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Upgrade Sewer Pump Stations | 75,000 | 140,000 | 175,000 | 50,000 | - | 440,000 |
| Building Upgrades Treatment Plant | 16,800 | 32,050 | - | - | - | 48,850 |
| Replace & Reline Sewer Mains & Manholes | - | 401,100 | 348,400 | 413,100 | 349,900 | 1,512,500 |
| Effluent Export Line - Phase I (USACE 75% Funding) | 1,300,000 | - | - | - | - | 1,300,000 |
| Update Camera Equipment | - | - | - | - | - | - |
| Effluent Export Line - Phase II (USACE 55% Funding) | 750,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 8,750,000 |
| SR-28 Crystal Bay Utility Relocations | 530,000 | 100,000 | - | - | - | 630,000 |
| 2001 Sellick Forklift | - | - | - | 57,400 | - | 57,400 |
| 2001 Jet-Away Line Cleaner #508 | - | - | - | - | - | - |
| 2006 Kenworth T800 B Dump truck #587 | - | - | - | - | - | - |
| 2006 Dump Trailer (50,000 lbs.) #588 | - | - | - | - | - | - |
| 2007 Trackless Flail Mower | - | - | - | - | - | - |
| 2008 Chevrolet Camera Truck | - | - | - | - | - | - |
| <i>Sewer Gross Sub Total:</i> | 2,750,800 | 2,698,150 | 2,598,400 | 2,545,500 | 2,474,900 | 13,067,750 |
| Sewer Portion of Shared Capital Projects | 79,925 | 139,958 | 331,490 | 661,150 | 457,313 | 1,669,835 |
| <i>Sewer Net Sub Total:</i> | 2,830,725 | 2,838,108 | 2,929,890 | 3,206,650 | 2,932,213 | 14,737,585 |

Sewer Grant Funding:

| | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Effluent Export Line - Phase I (USACE 75% Funding) | (975,000) | - | - | - | - | (975,000) |
| Effluent Export Line - Phase II (USACE 55% Funding) | (412,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (4,812,500) |
| <i>Sewer Grant Funding Total:</i> | (1,387,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,787,500) |
| <i>Sewer Net Total:</i> | 1,443,225 | 1,738,108 | 1,829,890 | 2,106,650 | 1,832,213 | 8,950,085 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| <i>Public Works - Shared</i> | | | | | | |
| Public Works Equipment Storage Building | - | - | 250,000 | 900,000 | - | 1,150,000 |
| Repave Utility Facilities | - | 29,200 | 20,000 | 42,800 | 20,000 | 112,000 |
| Paint Interior Building #A | - | 33,620 | - | - | - | 33,620 |
| Raise Manholes & Valve Boxes | 50,000 | 60,000 | 60,000 | 60,000 | - | 230,000 |
| New Carpet Building #A | - | 40,245 | - | - | - | 40,245 |
| Building B Replacement | - | - | - | - | - | - |
| Large Format Printer Replacement | - | 22,000 | - | - | - | 22,000 |
| Utility Billings Systems | - | - | - | 50,000 | - | 50,000 |
| Fueling Facility Replacement | - | - | - | - | 20,000 | 20,000 |
| 1965 Mobile Arc Welder #183 | - | - | - | - | - | - |
| 1995 1-Ton Flatbed Truck w/ Crane #294 | 47,550 | - | - | - | - | 47,550 |
| 2002 Snowplow #294B | 5,800 | - | - | - | - | 5,800 |
| 1996 Peterbilt Dump Truck | - | - | - | - | - | - |
| Snowplow #300A | - | - | - | - | 17,600 | 17,600 |
| Snowplow #304A | - | - | - | - | 17,600 | 17,600 |
| Snowplow #307A | - | - | - | - | 17,600 | 17,600 |
| 1997 Forklift #315 | - | - | 33,900 | - | - | 33,900 |
| 1998 1-Ton Pick Up #321 | - | 35,500 | - | - | - | 35,500 |
| 1998 1-Ton Service Truck w/ Liftgate #322 | - | - | - | - | - | - |
| 1998 Slurry Liquidator #326 | - | - | - | 35,800 | - | 35,800 |
| 1999 25 Ton Trail King Trailer | - | - | - | - | - | - |
| 2000 1-Ton Service Truck w/ Liftgate #435 | 27,900 | - | - | - | - | 27,900 |
| 2001 Extend-A-Cab Pick-up | 28,600 | - | - | - | - | 28,600 |
| 2001 1/2 Ton Pick-Up #467 | - | 20,650 | - | - | - | 20,650 |
| 2001 Peterbilt Dump Truck | - | - | - | - | 149,000 | 149,000 |
| 2001 1-Ton Service Truck | - | 38,700 | - | - | - | 38,700 |
| 2001 105KW Mobile Generator | - | - | - | - | - | - |
| 2001 Caterpillar 430D Backhoe | - | - | - | 117,800 | - | 117,800 |
| 2002 Caterpillar 950G Loader | - | - | - | - | 251,000 | 251,000 |
| 2002 Caterpillar 950G Loader | - | - | - | - | 251,000 | 251,000 |
| 2004 Freightliner Vactor Truck | - | - | 100,000 | - | - | 100,000 |
| 2004 GMC 1/2-Ton Pick-up | - | - | - | 24,400 | - | 24,400 |
| 2004 GMC 1-Ton Flatbed | - | - | - | 37,300 | - | 37,300 |
| 2004 9' Western Snow Plow | - | - | - | 5,750 | - | 5,750 |
| 2004 3/4-Ton Service Truck w/liftgate & crane | - | - | - | 43,100 | - | 43,100 |
| 2004 Auto Crane | - | - | - | 5,350 | - | 5,350 |
| 2004 Trackless Snowblower | - | - | 149,500 | - | - | 149,500 |
| 2005 Chevy 1/2-Ton Pick-up | - | - | - | - | 22,600 | 22,600 |
| 2005 Chevy 3/4-Ton Service Truck | - | - | - | - | 41,200 | 41,200 |
| 2008 Chevrolet Service Truck | - | - | - | - | - | - |
| 2008 Chevrolet 1/2-Ton Pick-up | - | - | - | - | - | - |
| 2008 Chevrolet Service Truck | - | - | - | - | - | - |
| 2008 Trackless Snowblower | - | - | - | - | - | - |
| 2009 Chevrolet Mid Size Pick-up | - | - | - | - | - | - |
| 2009 Chevrolet 1/2 Ton Pick-up Truck | - | - | - | - | - | - |
| 2009 Chevrolet 1/2 Ton Pick-up Truck | - | - | - | - | - | - |
| 2010 International Vactor Truck | - | - | - | - | 100,000 | 100,000 |
| 2010 Sander/Spreader #642 | - | - | - | - | 7,025 | 7,025 |
| 2011 Chevrolet Service Truck | - | - | - | - | - | - |
| Loader Tire Chains (2-Sets) | - | - | 17,580 | - | - | 17,580 |
| Loader Tires (2-Sets) | - | - | 32,000 | - | - | 32,000 |
| <i>Public Works Shared Total:</i> | 159,850 | 279,915 | 662,980 | 1,322,300 | 914,625 | 3,339,670 |
| UTILITY CAPITAL TOTAL | 6,816,959 | 5,838,092 | 3,884,538 | 4,571,153 | 4,277,138 | 25,387,880 |
| Less Grant/Contribution Funding: | (1,416,687) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,816,687) |
| UTILITY NET TOTAL | 5,400,272 | 4,738,092 | 2,784,538 | 3,471,153 | 3,177,138 | 19,571,193 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Internal Service | | | | | | |
| <i>Fleet</i> | | | | | | |
| New and Replacement Tools and Equipment | - | 14,000 | - | - | - | 14,000 |
| Fleet Software upgrade - manages rolling stock/equip | - | - | - | - | - | - |
| Replace 2007 Vehicle/Equipment Trailer | - | - | - | - | - | - |
| <i>Fleet Total:</i> | - | 14,000 | - | - | - | 14,000 |
| <i>Buildings</i> | | | | | | |
| Install/Upgrade Emergency eyewash/shower | 40,100 | - | - | - | - | 40,100 |
| Upgrade Sign Shop Equipment | - | - | - | - | - | - |
| Replace 1993 Service Truck 4X4 (1-ton) #281 | - | - | - | - | - | - |
| Replace 1995 Service Truck 4X4 (1-ton) #293 | - | 37,500 | - | - | - | 37,500 |
| Replace 2003 Pick-up Truck 4X4 (1-ton) #519 | - | 37,975 | - | - | - | 37,975 |
| 2003 Genie Scissor Lift | - | - | 10,600 | - | - | 10,600 |
| 2004 Equipment Trailer (Tilt) | - | - | - | - | - | - |
| <i>Buildings Total:</i> | 40,100 | 75,475 | 10,600 | - | - | 126,175 |
| INTERNAL SERVICES CAPITAL TOTAL | 40,100 | 89,475 | 10,600 | - | - | 140,175 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|-----------|
| Community Services | | | | | | |
| <i>Championship Golf</i> | | | | | | |
| Driving Range Improvements | - | 20,000 | 75,000 | - | - | 95,000 |
| Championship Course Improvements | - | 125,000 | 80,000 | - | - | 205,000 |
| Wash Pad Improvements | - | - | - | - | 70,000 | 70,000 |
| Cart Barn Replacement | - | - | - | - | - | - |
| Material Storage Bins | 41,500 | 176,000 | - | - | - | 217,500 |
| Bartender Pass Through | 7,250 | - | - | - | - | 7,250 |
| Replace Roof Champ Golf Maintenance | - | - | 91,440 | - | - | 91,440 |
| Irrigation Improvements | 13,000 | - | 30,000 | 75,000 | - | 118,000 |
| Remodel On Course Bathrooms, #14 & #6 | - | - | - | - | 30,940 | 30,940 |
| Pavement Improvements | - | 69,400 | - | - | - | 69,400 |
| Maintenance Building Replacement | - | - | - | - | - | - |
| Champ Grille Kitchen Equip. | - | 10,025 | 32,190 | - | - | 42,215 |
| The Grille Furniture & Bar Cooler | - | 6,500 | 9,000 | - | - | 15,500 |
| Replace Electric Golf Cart Fleet | - | 352,000 | - | - | - | 352,000 |
| 2000 JD 2653A Trim Mower #455 | - | - | - | - | - | - |
| 2000 Carryall Club Car #459 | - | - | - | - | - | - |
| 2000 Carryall Club Car #460 | - | - | - | - | - | - |
| 2001 Toro Greensmaster 1600 #505 | - | - | - | - | 9,650 | 9,650 |
| 2001 Toro Greensmaster 1600 #506 | - | - | - | - | 9,650 | 9,650 |
| 2002 JD 2653 Trim Mower #511 | - | 36,000 | - | - | - | 36,000 |
| 2004 Toro Greensmaster 1600 #549 | - | - | - | - | - | - |
| 2005 Carryall Club Car #564 | - | - | - | - | 9,600 | 9,600 |
| 2005 Carryall Club Car #565 | - | - | - | - | 9,600 | 9,600 |
| 2005 Carryall Club Car #566 | - | - | - | - | 9,600 | 9,600 |
| 2005 Carryall Club Car #567 | - | - | - | - | 9,600 | 9,600 |
| 2005 John Deere Pro Gator #569 | - | - | - | - | 28,500 | 28,500 |
| 2005 JD 3235 Fairway Mower #570 | - | - | - | - | 54,100 | 54,100 |
| 2005 Boffalo Turbin Debris Blower #571 | - | - | 7,850 | - | - | 7,850 |
| 2005 Toro Greensmaster 1600 #574 | - | - | - | - | - | - |
| 2005 Toro Greensmaster 1000 #575 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #576 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #577 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #578 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #579 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #580 | 8,900 | - | - | - | - | 8,900 |
| 2006 Carryall Club Car #589 | - | - | - | - | - | - |
| 2006 Carryall Club Car #590 | - | - | - | - | - | - |
| 2006 Carryall Club Car #591 | - | - | - | - | - | - |
| 2007 Club Car Carryall Ball Picker #600 | - | - | - | - | 20,600 | 20,600 |
| 2007 3500D Toro Rotary Mower #606 | - | - | 30,900 | - | - | 30,900 |
| 2008 Toro Sand-Pro #618 | - | - | - | - | - | - |
| 2010 John Deere 8500 #641 | - | - | - | - | - | - |
| <i>Championship Golf Sub Total:</i> | 115,150 | 794,925 | 356,380 | 75,000 | 261,840 | 1,603,295 |
| <i>Championship Golf Portion of Shared Capital Projects (70%)</i> | 33,530 | 61,950 | 232,540 | 261,380 | 103,285 | 692,685 |
| <i>Championship Golf Total</i> | 148,680 | 856,875 | 588,920 | 336,380 | 365,125 | 2,295,980 |
| <i>Mountain Golf</i> | | | | | | |
| Mountain Course Tee and Bunker Renovation | 18,000 | 19,500 | 21,000 | 22,500 | 50,000 | 131,000 |
| Wash Pad Improvements | - | - | - | - | 70,000 | 70,000 |
| Install New Siding Mtn Pro Shop | - | 35,400 | - | - | - | 35,400 |
| Remodel On Course Bathrooms, #6 & #13/14 | - | - | - | - | 44,240 | 44,240 |
| Install Air Conditioning in Pro Shop | - | 21,800 | - | - | - | 21,800 |
| Replace Deck Mtn. Pro Shop | - | 119,600 | - | - | - | 119,600 |
| ADA Access to #6 Tee Restroom | - | - | - | 20,000 | 95,000 | 115,000 |
| Pavement Improvements | - | 17,000 | - | 30,700 | - | 47,700 |
| Irrigation Improvements | - | - | - | 25,000 | - | 25,000 |
| Mountain Course New Clubhouse | - | 35,000 | 85,000 | 625,000 | - | 745,000 |
| Replace Gas Golf Cart Fleet | - | - | 185,600 | - | - | 185,600 |
| 1997 Toro Sand Pro 3020 #420 | 13,900 | - | - | - | - | 13,900 |
| 2000 Toro Tri-Plex Mower 3250D #463 | 35,400 | - | - | - | - | 35,400 |
| 2001 JD 2653 Trim Mower #481 | 34,940 | - | - | - | - | 34,940 |
| 2005 Carryall Club Car #568 | - | - | - | - | 9,600 | 9,600 |
| 2007 Toro Tri-Plex 3250D Mower #598 | - | - | - | - | - | - |
| 2007 Buffalo Turbin Debris Blower #601 | - | - | - | - | - | - |
| 2008 Toro Tri-Plex Mower #614 | - | - | - | - | 37,850 | 37,850 |
| <i>Mountain Golf Sub Total:</i> | 102,240 | 248,300 | 291,600 | 723,200 | 306,690 | 1,672,030 |
| <i>Mountain Golf Portion of Shared Capital Projects (30%)</i> | 14,370 | 26,550 | 99,660 | 112,020 | 44,265 | 296,865 |
| <i>Mountain Golf Total</i> | 116,610 | 274,850 | 391,260 | 835,220 | 350,955 | 1,968,895 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|---------|
| <i>Golf Shared</i> | | | | | | |
| 2005 Vibratory Greens Rollers | - | - | 7,100 | - | - | 7,100 |
| 1989 Lely Fertilizer Spreader #365 | - | 5,700 | - | - | - | 5,700 |
| 1996 Toro Aerator #413 | - | - | 14,950 | - | - | 14,950 |
| 1997 Toro 5500 Spray Rig #417 | 42,400 | - | - | - | - | 42,400 |
| 1997 1-Ton Dump Truck #419 | - | - | 35,400 | - | - | 35,400 |
| 1999 Ty-Crop Spreader #429 | - | - | - | - | - | - |
| 1999 Carryall Club Car #430 | - | - | 9,400 | - | - | 9,400 |
| 1999 Carryall Club Car #431 | - | - | 9,400 | - | - | 9,400 |
| 1999 Carryall Club Car #432 | - | - | 9,400 | - | - | 9,400 |
| 1999 Carryall Club Car #433 | - | - | 9,400 | - | - | 9,400 |
| 1999 Toro Rake-O-Vac #442 | - | 29,200 | - | - | - | 29,200 |
| 1999 Carryall Club Car #447 | - | - | 9,400 | - | - | 9,400 |
| 1999 Carryall Club Car #448 | - | - | - | 9,400 | - | 9,400 |
| 1999 Carryall Club Car #449 | - | - | - | 9,400 | - | 9,400 |
| 1999 Carryall Club Car #450 | - | - | - | 9,400 | - | 9,400 |
| 1999 Carryall Club Car #451 | - | - | - | 9,400 | - | 9,400 |
| 1999 Carryall Club Car #452 | - | - | - | 9,400 | - | 9,400 |
| 2000 Toro Spreader #462 | - | - | - | - | - | - |
| 2000 John Deere 5310 Tractor #464 | - | - | - | - | 41,500 | 41,500 |
| 2001 John Deere 800 Greens Aerator #476 | - | - | 14,950 | - | - | 14,950 |
| 200 Spicker/Seeder #477 | - | - | - | 8,800 | - | 8,800 |
| 2001 Aerothatch Seeder | - | - | - | 15,900 | - | 15,900 |
| 2001 JD 3235 Fairway Mower #482 | - | - | 52,900 | - | - | 52,900 |
| 2001 John Deere Pro Gator #483 | - | 26,800 | - | - | - | 26,800 |
| 2001 John Deere Pro Gator #484 | - | 26,800 | - | - | - | 26,800 |
| 2001 Toro Groundsmaster 455D #486 | - | - | - | - | - | - |
| 2001 Toro Tri-Plex 3250D Mower #495 | - | - | - | 38,600 | - | 38,600 |
| 2001 Shattertine Aerifier #500 | - | - | - | - | 7,000 | 7,000 |
| 2002 JD 3235 Fairway Mower #512 | - | - | 51,000 | - | - | 51,000 |
| 2002 John Deere 4400 Tractor #513 | - | - | - | - | - | - |
| 2002 Toro Hydroject 3000 #514 | - | - | - | - | 29,950 | 29,950 |
| 2002 Toro 4000D Rough Mower #515 | - | - | - | 59,600 | - | 59,600 |
| 2002 John Deere 4400 Tractor #517 | - | - | - | - | - | - |
| 2002 Bar Cart #527 | - | - | 27,800 | - | - | 27,800 |
| 2002 Bar Cart #528 | - | - | 27,800 | - | - | 27,800 |
| 2002 Bar Cart #529 | - | - | 27,800 | - | - | 27,800 |
| 2003 Ty-Crop Propass #533 | - | - | - | - | 10,200 | 10,200 |
| 2003 Hines Drill Aerator #536 | - | - | - | - | - | - |
| Replace John Deere Pro Gator #545 | - | - | - | 27,900 | - | 27,900 |
| Replace John Deere Pro Gator #546 | - | - | - | 27,900 | - | 27,900 |
| Replace John Deere Pro Gator #547 | - | - | - | 27,900 | - | 27,900 |
| 2004 John Deere 4410 Tractor #548 | - | - | - | - | - | - |
| 2006 Toro 1250 Spray Rig #586 | - | - | - | 30,300 | - | 30,300 |
| 2006 John Deere 1500 Fairway Aerator #592 | - | - | 25,500 | - | - | 25,500 |
| 2007 Trilo Verticutter/Vacuum/Sweeper #607 | - | - | - | - | 58,900 | 58,900 |
| 2008 Planetair HD50 #616 | - | - | - | 28,600 | - | 28,600 |
| 2008 John Deere 1500 Fairway Aerator #620 | - | - | - | 24,300 | - | 24,300 |
| 2008 JD TC125 Core Harvester #621 | - | - | - | - | - | - |
| 2008 Bandit Brush Chipper #625 | - | - | - | - | - | - |
| 2010 JD 1500 Arecore Aerator #640 - Shared | - | - | - | - | - | - |
| 2010 JD 4120 Tractor- Shared #643 | - | - | - | - | - | - |
| Replace Reel Grinder | - | - | - | 36,600 | - | 36,600 |
| Purchase JD TC 125- Shared | 5,500 | - | - | - | - | 5,500 |
| <i>Golf Shared Total:</i> | 47,900 | 88,500 | 332,200 | 373,400 | 147,550 | 989,550 |
| <i>Championship Golf Portion of Shared Capital Projects (70%)</i> | 33,530 | 61,950 | 232,540 | 261,380 | 103,285 | 692,685 |
| <i>Mountain Golf Portion of Shared Capital Projects (30%)</i> | 14,370 | 26,550 | 99,660 | 112,020 | 44,265 | 296,865 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--|-------------|-------------|-------------|-------------|-------------|---------|
| <i>Facilities</i> | | | | | | |
| F&B Computer Equipment - POS Work Stations | - | 14,173 | - | 14,250 | - | 28,423 |
| Pipe & Drape for Chateau Ballroom | 5,235 | - | - | - | - | 5,235 |
| Repair/Repalce Front Entrance Concrete | - | - | 30,080 | - | - | 30,080 |
| Banquet China | - | 25,225 | - | - | - | 25,225 |
| Replace Aspen Grove Facility | - | - | - | - | - | - |
| Replace Catering Tables | - | 19,237 | - | - | - | 19,237 |
| Aspen Grove - Replace Carpet | - | - | - | - | 8,340 | 8,340 |
| Aspen Grove - Replace Siding | - | - | - | - | 21,640 | 21,640 |
| Chateau - Replace Carpet | - | 40,920 | 40,220 | - | - | 81,140 |
| Resurface Patio Deck -Chateau | - | - | 22,240 | - | - | 22,240 |
| Replace Banquet Silverware | 9,000 | - | - | - | - | 9,000 |
| Catering Kitchen Equipment | - | 18,953 | 22,625 | - | - | 41,578 |
| 2001 Pick-up Truck 4x4 (1/2-Ton) | - | - | 23,100 | - | - | 23,100 |
| 2002 Cargo Van 4x4 | - | 28,500 | - | - | - | 28,500 |
| <i>Facilities Total:</i> | 14,235 | 147,008 | 138,265 | 14,250 | 29,980 | 343,738 |

| | | | | | | |
|--|---------|-----------|-----------|---------|---------|-----------|
| <i>Ski</i> | | | | | | |
| Incline Creek Culvert Rehabilitation | 60,000 | 135,000 | 875,000 | - | - | 1,070,000 |
| Implement Snowmaking Master Plan - Phase 3 | - | 208,000 | - | 25,750 | 661,020 | 894,770 |
| Replace Ski Rental Equipment | 197,000 | 208,000 | 198,000 | 190,000 | 295,000 | 1,088,000 |
| Replace Snowflake wooden deck | - | 86,400 | - | - | - | 86,400 |
| Vehicle Shop/ Snowmaking Pumphouse | - | - | 24,190 | - | - | 24,190 |
| Snowmaking Compressors | - | - | - | - | - | - |
| Replace Operations Equipment | 34,000 | - | - | - | - | 34,000 |
| Snowmaking pipe replacement | 40,000 | - | 25,000 | 25,000 | - | 90,000 |
| Pavement Improvements | 36,000 | 60,000 | 675,000 | - | - | 771,000 |
| Replace Snowflake Lodge | - | - | - | - | - | - |
| Diamond Peak Lodge Chairs | 35,090 | - | - | - | - | 35,090 |
| Snowflake Lodge Kitchen Equipment | 7,018 | - | - | - | - | 7,018 |
| Diamond Peak Loft Bar Kitchen Equip. | - | - | - | 5,600 | - | 5,600 |
| Diamond Peak Main Kitchen Equip. | 10,025 | - | - | 12,600 | - | 22,625 |
| Replace Staff Uniforms | - | 103,175 | - | - | - | 103,175 |
| Main Lodge Barbeque | - | - | - | - | - | - |
| Ticketing Kiosks | - | 53,000 | - | - | - | 53,000 |
| Ski Summer Operations | - | - | - | - | - | - |
| Replace Child Ski Center Rental Equipment | 12,360 | 12,731 | 51,113 | 13,506 | 13,911 | 103,621 |
| Upgrade Ski Dumbwaiter | 8,700 | - | - | - | - | 8,700 |
| 1991 Ski Passenger Tram #267 | - | - | - | - | - | - |
| 1993 Ski Passenger Tram #283 | - | - | - | - | - | - |
| 1997 Snow blower #309 | - | 136,100 | - | - | - | 136,100 |
| 1983 CASE 855C TRACK BACKHOE # 348 | - | - | 150,000 | - | - | 150,000 |
| 2002 Caterpillar 950G Loader #524 | - | - | - | - | - | - |
| 2002 Replace Grooming vehicle # 531 | - | 320,000 | - | - | - | 320,000 |
| Replace 2004 Grooming vehicle # 551 | - | - | - | 274,000 | - | 274,000 |
| 2005 Suzuki ATV #559 | - | 6,500 | - | - | - | 6,500 |
| 2005 Suzuki ATV #560 | - | 6,500 | - | - | - | 6,500 |
| 1965 Trailer Mounted Arc Welder #561 | 10,000 | - | - | - | - | 10,000 |
| 2006 Yamaha Rhino (ATV) #585 | - | 13,400 | - | - | - | 13,400 |
| 2006 Pisten Bully 300 Snowcat #595 | - | - | - | - | - | - |
| 2007 Chevy 1-Ton Pick-Up | - | - | - | - | - | - |
| 2007 Chevy 1-Ton Pick-Up | - | - | - | - | - | - |
| 2008 Ski Resort Snowmobile #626 | 8,600 | - | - | - | - | 8,600 |
| 2008 Ski Resort Snowmobile #627 | 8,600 | - | - | - | - | 8,600 |
| Replace 2008 Grooming vehicle # 628 | - | - | - | - | - | - |
| 2010 Ski Resort Snowmobile #633 | - | 8,858 | - | - | - | 8,858 |
| 2010 Ski Resort Snowmobile #634 | - | 8,858 | - | - | - | 8,858 |
| Replace 2010 Shuttle Bus #635 | - | - | - | - | - | - |
| Replace 2010 Shuttle Bus #636 | - | - | - | - | - | - |
| 2008 Yamaha Rhino (ATV) #639 | - | - | - | 14,000 | - | 14,000 |
| 2011 Ski Resort Snowmobile #644 | - | - | 9,200 | - | - | 9,200 |
| 2011 Replace Grooming vehicle # 645 | - | - | - | - | - | - |
| Loader Tire Chains (1-Set) | - | - | 8,790 | - | - | 8,790 |
| Loader Tires (1-Sets) | - | - | 16,000 | - | - | 16,000 |
| Lakeview Lift | - | - | - | - | - | - |
| School House Lift | - | - | - | - | - | - |
| Lodgepole Lift | - | - | - | - | - | - |
| Crystal Express Lift | - | - | - | - | - | - |
| Red Fox Lift | - | - | - | - | - | - |
| The Ridge Lift | - | - | - | - | - | - |
| <i>Ski Total</i> | 467,393 | 1,366,522 | 2,032,293 | 560,456 | 969,931 | 5,396,595 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|---------|
| <i>Recreation Center</i> | | | | | | |
| Fitness Equipment | 41,200 | 42,436 | 43,709 | 45,020 | 46,371 | 218,736 |
| Play Structure for Kid Zone | - | - | - | - | - | - |
| Replace Gym Lights | - | - | 19,360 | - | - | 19,360 |
| Replace Lockers | - | 60,000 | - | - | - | 60,000 |
| Paving Rec. Center Lot & Trails | 24,500 | 10,000 | 10,000 | 30,000 | - | 74,500 |
| Upgrade HVAC Controls | 72,400 | - | - | - | - | 72,400 |
| Replace Auto Scrubber | 18,920 | - | - | - | - | 18,920 |
| Paint Exterior of Recreation Center | - | - | - | - | - | - |
| Replace Roof Recreation Center | - | - | 186,010 | - | - | 186,010 |
| Pool Deck Recoat | - | - | - | - | - | - |
| Replace Rec. Center Copier | - | - | - | - | - | - |
| Paint Interior of Recreation Center | - | - | 37,540 | - | - | 37,540 |
| Replace Chlor-Tec on-site Chlorination System | - | - | - | - | - | - |
| Replace 1995 15-Passenger Van #298 | 38,600 | - | - | - | - | 38,600 |
| 1997 Replace GMC Yukon #305 | 32,500 | - | - | - | - | 32,500 |
| <i>Recreation Center Total:</i> | 228,120 | 112,436 | 296,619 | 75,020 | 46,371 | 758,566 |

| | | | | | | |
|---|-----------|-----------|---------|---------|---------|-----------|
| <i>Parks</i> | | | | | | |
| Preston Field Retaining Wall Replacement | - | - | - | - | - | - |
| Park adjacent to Boulder Bay | - | - | - | - | - | - |
| Install Exercise Workout Area at Incline Park | - | - | - | - | - | - |
| Install Incline Park Playground | - | - | - | - | 29,500 | 29,500 |
| Replace Preston Park Playgrounds | - | - | - | - | - | - |
| Exercise Stations-Fit Trails | - | 15,450 | 15,900 | - | - | 31,350 |
| Pavement Management Overflow Parking Lot | - | - | - | - | - | - |
| BMPs & Pave Overflow Parking Lot | - | 630,000 | - | - | - | 630,000 |
| Pathway Village Green and Recreation Center/Tennis | - | 10,000 | 10,000 | 10,000 | - | 30,000 |
| Village Green Restroom Remodel ADA Compliant | - | 253,700 | - | - | - | 253,700 |
| Retrofit Ball field Lights I.P. 3 | - | 113,000 | - | - | - | 113,000 |
| ADA Compliance Preston Park Facility & Parking Lot | 832,000 | - | - | - | - | 832,000 |
| Incline and Third Creeks Restoration (75% USACE 25% Nevada) | 1,500,000 | 1,000,000 | 750,000 | - | - | 3,250,000 |
| Village Green Pathway Improvements | - | 10,000 | 35,000 | 10,000 | - | 55,000 |
| Preston Field Lot Repaving | - | - | - | 26,000 | - | 26,000 |
| East/West Park Pavement Improvements | - | 12,000 | - | - | - | 12,000 |
| Aspen Grove Paving Improvements | - | - | 20,000 | - | - | 20,000 |
| Replace Irrigation and Drainage - Fields 2 & 3 | - | - | 15,000 | 313,500 | - | 328,500 |
| 1995 Toro Aeroseeder #95-038 | 6,850 | - | - | - | - | 6,850 |
| 2000 Scag Mower #95-059 | 6,925 | - | - | - | - | 6,925 |
| 1986 Surf Rake #234 | - | - | 24,300 | - | - | 24,300 |
| 1994 1-Ton Dump Truck #292 | 39,000 | - | - | - | - | 39,000 |
| 1999 John Deere 5310 Tractor #355 | - | - | - | 52,400 | - | 52,400 |
| 2000 Flatbed 4X4 (1/2 ton) #356 | - | - | 27,000 | - | - | 27,000 |
| 2000 3/4-Ton Pick-Up #434 | - | 24,100 | - | - | - | 24,100 |
| 2000 JD 1500 Arecore Aerator #456 - Shared | - | - | - | - | - | - |
| 2001 Ball Field Groomer #472 | - | 15,300 | - | - | - | 15,300 |
| 2001 Ball Field Mower / Toro 3500D Groundsmaster #480 | - | 31,700 | - | - | - | 31,700 |
| 2001 Toro Rake-O-Vac #485 | - | - | 30,500 | - | - | 30,500 |
| 1996 Lely Fertilizer Spreader #498 | - | - | 5,600 | - | - | 5,600 |
| 2002 John Deere Pro Gator #516 | - | 27,000 | - | - | - | 27,000 |
| 2002 Ditch Witch Trencher #518 | - | - | 13,400 | - | - | 13,400 |
| 2003 1-Ton Service Truck #520 | - | - | 24,400 | - | - | 24,400 |
| 2004 Pick-up Truck 4x4 (1-Ton) #541 | - | - | - | - | - | - |
| 2005 Pick-up Truck 4x4 (3/4-Ton) #554 | - | - | - | - | 25,800 | 25,800 |
| 2005 Ball Field Groomer #557 | - | 15,400 | - | - | - | 15,400 |
| 2005 Shattertine Aerifier | - | - | - | - | 7,300 | 7,300 |
| 2005 Diamond Master Groomer | - | - | - | 9,000 | - | 9,000 |
| 2005 John Deere Pro Gator #572 | - | 27,350 | - | - | - | 27,350 |
| 2007 John Deere Pro Gator #604 | - | - | - | 27,900 | - | 27,900 |
| 2007 Toro 3500D Rotary Mower #605 | - | - | - | 33,700 | - | 33,700 |
| 2008 Suzuki ATV #617 | - | - | 7,300 | - | - | 7,300 |
| 2008 Landpride Overseeder #622 | - | - | - | - | - | - |
| 2008 JD Pro-Gator #623 | - | - | - | - | 27,550 | 27,550 |
| 2008 JD Pro-Gator #624 | - | - | - | - | 27,550 | 27,550 |
| 2010 JD 4120 Tractor- Shared #643 | - | - | - | - | - | - |
| 2011 Pick-Up with Lift gate (1/2 ton) #646 | - | - | - | - | - | - |
| Purchase JD TC 125- Shared | 5,500 | - | - | - | - | 5,500 |
| <i>Parks Gross Total:</i> | 2,390,275 | 2,185,000 | 978,400 | 482,500 | 117,700 | 6,153,875 |

| | | | | | | |
|---|-------------|-------------|-----------|---------|---------|-------------|
| <i>Parks Grant Funding</i> | | | | | | |
| Incline and Third Creeks Restoration (75% USACE 25% Nevada) | (1,500,000) | (1,000,000) | (750,000) | - | - | (3,250,000) |
| <i>Parks Net Total:</i> | 890,275 | 1,185,000 | 228,400 | 482,500 | 117,700 | 2,903,875 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| <i>Tennis</i> | | | | | | |
| Replace Siding Tennis | 21,800 | - | - | - | - | 21,800 |
| Rockwall Sign / Entrance Landscaping | - | - | - | - | - | - |
| Repave Tennis Facility | - | 17,000 | 47,800 | - | - | 64,800 |
| Resurface Tennis Courts 8-9-10-11 | - | - | - | 42,250 | - | 42,250 |
| <i>Tennis Total:</i> | 21,800 | 17,000 | 47,800 | 42,250 | - | 128,850 |

| | | | | | | |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| COMMUNITY SERVICES CAPITAL TOTAL | 3,387,113 | 4,959,691 | 4,473,557 | 2,346,076 | 1,880,062 | 17,046,499 |
| Less Grant/Contribution Funding: | (1,500,000) | (1,000,000) | (750,000) | - | - | (3,250,000) |
| COMMUNITY SERVICES NET TOTAL | 1,887,113 | 3,959,691 | 3,723,557 | 2,346,076 | 1,880,062 | 13,796,499 |

| <i>Beaches</i> | | | | | | |
|--|---------------|----------------|----------------|---------------|----------|----------------|
| Repave Boat Ramp | - | - | 10,000 | - | - | 10,000 |
| Repave Parking Lot - Incline Beach | - | 18,000 | - | - | - | 18,000 |
| Repave Parking Lot - Burnt Cedar | - | 102,000 | - | - | - | 102,000 |
| Replace Beach Playgrounds | - | - | - | - | - | - |
| Install New Pool Deck Lights | - | - | - | - | - | - |
| Install "in pool" lights | - | - | - | - | - | - |
| Burnt Cedar Beach Kitchen | 6,200 | 6,600 | - | - | - | 12,800 |
| Incline Beach Kitchen | - | 6,600 | - | - | - | 6,600 |
| Picnic Tables | - | 15,000 | - | - | - | 15,000 |
| Community Family Gathering Area Improvements | - | - | 12,000 | 32,000 | - | 44,000 |
| Replace Beach Chairs | - | 24,000 | - | - | - | 24,000 |
| Ski Beach Bathroom Remodel ADA Compliant | - | - | 246,700 | - | - | 246,700 |
| Remodel Incline Beach Bathrooms | 18,260 | - | - | - | - | 18,260 |
| Incline Beach Roof /Siding Install | 35,470 | - | - | - | - | 35,470 |
| Replace Baby Pool Boiler | - | - | 10,700 | - | - | 10,700 |
| Resurface Swimming and Toddler Pools | - | - | - | - | - | - |
| <i>Beaches Total:</i> | 59,930 | 172,200 | 279,400 | 32,000 | - | 543,530 |

| | | | | | | |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| CAPITAL PROJECTS TOTAL | 10,516,101 | 11,392,008 | 8,952,395 | 7,165,229 | 6,616,621 | 44,642,354 |
| Less Grant/Contribution Funding: | (2,916,687) | (2,100,000) | (1,850,000) | (1,100,000) | (1,100,000) | (9,066,687) |
| NET CAPITAL TOTAL | 7,599,414 | 9,292,008 | 7,102,395 | 6,065,229 | 5,516,621 | 35,575,667 |

Capital Carry Forward to 2011-2012

(2010-2011 Open Projects)

Utility Fund

| Project # | Project Description | Carry Forward |
|--------------------------------------|---|------------------|
| <i>Public Works - shared capital</i> | | |
| 2297DI1002 | Raise Manholes & Valve Boxes | 50,000 |
| <u>Water</u> | | |
| 2221WS1001 | Replace Watermains | 10,000 |
| 2222DI1002 | Equipment Rehabs (Pumps/Motors/Telemetry) | 30,000 |
| 2221DI1003 | Replace commercial water meters | 59,670 |
| 2222DI0906 | Upgrade WPS 4-1 & 5A-1 | 22,979 |
| <u>Sewer</u> | | |
| 2523SS1001 | Replace Odor Scrubber | 28,125 |
| 2523SS1002 | Concrete Pad Replacement | 62,400 |
| 2523SS1003 | Rebuild Blower | 20,000 |
| 2523SS1004 | Aeration basin and wetwell structure evaluation | 50,000 |
| 2523SS1005 | Replace 3 chemical tanks | 15,000 |
| 2523SS1006 | Upgrade Wetlands Facility | 25,000 |
| 2522DI1007 | Upgrade Sewer Pump Stations | 50,000 |
| | Effluent Export Line - Phase I - See project | |
| 2524SS1008 | 2522DI0904 | 1,940,000 |
| 2524SS1010 | Effluent Export Line - Phase II | 325,000 |
| 2524SS1011 | SR=28 Crystal Bay Utility Relocations | 520,000 |
| 2297DI0901 | Raise Manholes & Valve Boxes | 21,291 |
| 2522DI0904 | Spoooner Pumping Station Project | 552,850 |
| <u>Community Services</u> | | |
| 3141LI1004 | Champ- BMP Parking Surface - TRPA Requirement | 23,900 |
| 3352FF1003 | Chateau - Catering Equipment Chairs | 43,289 |
| 4899BD1004 | Reconfigure/Combine Service Counter | 30,000 |
| 4885RS1006 | Replace Chlor-Tec on-site Chlorination System | 41,620 |
| 4378LI1003 | BMPs & Pave Overflow Parking Lot | 8,272 |
| 4378RS1004 | Retrofit ball field lights I.P.3 | 10,000 |
| <u>Beach</u> | | |
| 3972LI1001 | Repave Parking Lot - Burnt Cedar | 30,000 |
| Total Carry Forward | | 3,969,397 |
| <u>Less Grant Fund Projects</u> | | |
| 2221WS1001 | Replace Watermains | (5,000) |
| 2222DI0906 | Upgrade WPS 4-1 & 5A-1 | (12,639) |
| | Effluent Export Line - Phase I - See project | |
| 2524SS1008 | 2522DI0904 | (1,455,000) |
| 2524SS1010 | Effluent Export Line - Phase II | (243,750) |
| 2522DI0904 | Spoooner Pumping Station Project | (414,637) |
| Net District Carry Forward | | 1,838,371 |

Mission

The Administrative Services Group supports and contributes to the successes of the District by providing the highest quality of specialized services to District operations, our community, and other governmental agencies.

Our Customers and Service Levels

The General Fund consists of the General Manager's office, Accounting, Finance, Payroll, Human Resources, Information Technology, and Risk Management and primarily serves the employees of the District, outside vendors, and other governmental agencies. Other important bodies we serve are the Board of Trustees and Crystal Bay and Incline Village community members seeking information about the operations of the District.

The General Fund accounts for all the financial transactions of the District's \$43.5 million for operating, capital, debt service and process Workers Compensation claims and third-party liability claims, provide safety training for all of the full-time, part-time, and seasonal employees and coordinate insurance programs for the District. The General fund also responds to over 5,700 computer response calls and strives to keep the network up and running 24 hours a day, 7 days a week, with a success rate of over 98%.

Major Initiatives and District Goals and Objectives

The major initiatives support the District's Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. Their major initiatives are listed below and each ties to one of the five long range goals or is a direct 2011-2012 objective. The Introduction Section on page 22 outlines the specific Long Range Goals and the District annual objectives. The following items are the annual initiatives for General Fund

- A. Through the Capital Project Committee (CPC) continue to improve the accuracy and reporting of capital improvement projects (CIP).
- B. Continue the long-term financial planning
- C. Continue Customization of Community Services' Point of Sale Systems.
- D. Continue to grow our Customer Service Training (CST)
- E. Continue to work with our Recreation Department on the District's initiatives of Health and Wellness.
- F. Continue to work with the North Lake Tahoe Fire Protection Department (NLTFPD) on Defensible Space for District property.

Benchmarks to Measure

- A. The Capital Projects Committee will monitor and report to the Board quarterly on the status of each CIP. Supports Long Term District Goal 5 - Facilities.
- B. The long-term financial plan will become part of the Board's annual strategic workshop. Supports Long Term District Goal 2 – Finance.
- C. Solicit feedback from our venue Point of Sales Systems users for improvement and track outcome. Supports Long Term District Goal 4 - Service.
- D. Customer Service Training will continue to be incorporated into all new employee orientations and continued Customer Service Training for our current employees will be provided on a quarterly basis. Supports Long Term District Goal 4 - Service and Long Term District Goal 3 - Workforce.
- E. The Health and Wellness initiative has contributed to keeping the health insurance premiums flat. We will continue to monitor participation and the correlation to our health insurance premiums. Supports Long Term District Goal 2 - Finance and Long Term District Goal 3 – Workforce.
- F. Defensible Space is a multi year initiative and working in tandem with the NLTFPD, most initial treatments will be completed and a subsequent fuels treatment schedule will be identified. Supports Long Term District Goal 1 – Resources and Environment.
- G. The following program measures will be used to evaluate the results of our initiatives and overall season performance:

The following program measures will be used to evaluate the results of our initiatives and overall season performance:

| General Fund | 2009-2010 | 2010-2011 | 2010-2011 | 2011-2012 |
|---|-----------|-----------|------------------|-----------|
| | Actual | Budget | Estimated Actual | Budget |
| Overhead Ratio - (1) | 9.7% | 10.1% | 10.1% | 9.7% |
| Operating Rate (per 100) - (2) | 7.55% | 8.06% | 8.06% | 11.29% |
| Network up and running greater than 98% | 98.8% | 98.5% | 98.6% | 98.5% |

| |
|---|
| Footnotes: 1/ General Fund Operating Expense as a % of All Funds Operating Expenses excludes capital outlay. 2/ As provided by the Department of Taxation |
|---|

Our Team: Outline Workforce to meet initiatives

The General Fund staffing days and hours are normally week days, Monday through Friday, from 8 a.m. to 5 p.m. Since a number of the Staff use a flex schedule, this finds the various offices, within the General Fund, open 7:30 a.m. to 5:30 p.m. Information Technology employees provide 24/7 on-call service as does our General Manager, Human Resources, and risk man-

agement employees; all via cellular telephones.

The following tables summarize the full time equivalents (FTE) for the General Fund. The FTE for full-time equivalents is 26.1 of which 5 FTEs are for the 5 Board of Trustees.

| Full-Time Equivalents | | | | | Cost of Labor, Taxes and Benefits | | | |
|-----------------------|------|------|-----|--------------------------------------|-----------------------------------|-------------|-----------|-----------|
| Total FTE | FTYR | PTYR | PT | | Total | FTYR | PTYR | PT |
| 1.5 | 1.5 | - | - | General Manager's Office | 345,525 | 345,525 | - | - |
| 5.5 | 0.5 | - | 5.0 | Trustees Office | 106,671 | 58,161 | - | 48,510 |
| 9.0 | 9.0 | - | - | Accounting and Finance | 849,001 | 849,001 | - | - |
| 5.0 | 5.0 | - | - | Information Technology | 545,804 | 545,804 | - | - |
| 4.0 | 3.4 | 0.6 | - | Human Resources | 423,684 | 381,593 | 42,091 | - |
| 0.4 | 0.2 | - | 0.3 | Health and Wellness | 22,499 | 11,227 | - | 11,272 |
| 0.1 | 0.1 | - | - | Marketing | 6,843 | 6,843 | - | - |
| 0.6 | 0.6 | - | - | Administration | 42,415 | 42,415 | - | - |
| 26.1 | 20.2 | 0.6 | 5.3 | Total Full-Time Equivalents and Cost | \$2,342,442 | \$2,240,569 | \$ 42,091 | \$ 59,782 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; PT = part time

The following table shows five years of FTE budget for General Fund excluding the Board of Trustees which account for five FTE. The 1.3 FTE decrease is due to the elimination of the Risk Manager which was a full-time year-round position and elimination of a .3 FTE Telecommunication Technician position. Duties of the risk manager have been spread to exiting positions within the District. For more detail on the elimination of the Risk Manager see the personnel memo in the Personnel Section.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 22.5 | 22.3 | 22.4 | 22.4 | 21.1 |

General Fund Sources and Revenue:

The two major sources of revenue that substantially make up all the General Fund (GF) revenue are (1) Consolidated Tax (CTX) and (2) Ad Valorem taxes. The Ad Valorem tax is the real property taxes paid by the property owners of Incline Village/Crystal Bay to Washoe County. The District receives a portion of this tax back from Washoe County based on an allowable rate applied to the assessed valuation of the District which is set by the Nevada Revised Statutes (NRS).

Each year, the Nevada Department of Taxation projects, based on specific calculations, the amount of Ad Valorem and CTX taxes the District's General Fund will receive.

Our 2011-2012 budgets reflects a substantial increase in the Ad Valorem taxes due to the Supplement County City Relief Tax (SCCRT) make up formula projected by the Department of Taxation for the year under budget. The SCCRT make up formula was put into law in 1981 when the tax shift between Northern and Southern Nevada took place. Each year a SCCRT tax make up formula is applied and if any amount is due IVGID it is included in the annual Ad Valorem taxes. Because the amount projected by the Department of Taxation is much larger

than recent years (\$307,294) we have gone back and relooked at the statutes and discussed the SCCRT makeup with the Department of Taxation and have been assured it is an accurate projection. This year 2010-2011 the SCCRT make up amount is \$97,591 and is projected to be \$404,885 for 2011-2012.

CTX consists of Nevada sales tax applied to various commodities such as personal goods, tobacco, liquor, etc., hence the name consolidated tax. The amount the District receives in CTX is based on a formula established by the NRS and the amount of sales tax collected. Given the economic climate and down retail sales, we continue to be conservative in our CTX budget and only include 95% of the Department of Taxation’s estimate. This strategy has served us well. This approach was used this year and we expect to be slightly above our budgeted CTX and less than what the Department of Taxation projected for us for the 2010-2011 fiscal year.

For the most part, the General Fund does not generate revenue. We do have administrative oversight of the investment function according to District Policy. Actions we take can minimize cost of banking and other processing costs.

On July 7, 2011, the Nevada Supreme court denied Washoe County’s appeal of a lower court’s decision that ordered the County Treasure to pay refunds, with interest, to approximately 8,700 Incline Village/Crystal Bay residential taxpayer, based upon the Washoe County Board of Equalization’s 2006 decision to roll back the taxpayer’s 2006-2007 property tax valuations to 2002-2003 levels. The District has \$270,000 accrued of the District’s estimated \$1,000,000 portion of the court ordered refunds of property tax. Currently the remaining \$730,000 is unbudgeted and unfunded in the 2011-2012 budget and is under discussion with the Board of Trustees.

The following table shows five years of this Ad Valorem tax rate provided by the Department of Taxation. As you can see the SCCRT make up rate impact in 2011-2012 is large.

| Actual | Actual | Actual | Actual | Budget |
|---------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 7.11% | 7.41% | 7.55% | 8.06% | 11.29% |

Infrastructure and Capital to Support Service Levels

The General Fund is budgeted to spend \$212,000 for capital outlay. Below is a detailed list of the five-year General Fund capital plan. Please note that the Board of Trustees only approved year one, 2011-2012, of the five-year capital plan.

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|-----------|
| General | | | | | | |
| Admin Roof Replacement | - | - | - | - | 31,220 | 31,220 |
| Copier Replacement - Admin | - | - | - | 16,000 | - | 16,000 |
| IT Master Plan - Firewall/Remote Access | 12,000 | - | - | - | - | 12,000 |
| IT Master Plan - Data Warehouse | - | 6,000 | - | - | - | 6,000 |
| IT Master Plan - Wireless Network | - | 16,000 | - | - | - | 16,000 |
| Upgrade Public Bathrooms ADA Compliant | - | - | - | - | 61,300 | 61,300 |
| Replace carpeting | - | - | - | - | 45,000 | 45,000 |
| ADA Compliance - Replace Admin Building | - | - | - | - | 32,000 | 32,000 |
| Paint Interior | - | - | - | - | 46,900 | 46,900 |
| Replace Facility Siding | - | - | 63,300 | - | - | 63,300 |
| Fuels Management | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,000,000 |
| IT Pod - External Computer Room/Data Center | - | 80,000 | - | - | - | 80,000 |
| Replace Accounting System - Payroll Time Clocks | - | - | - | - | - | - |
| Parcel Master GIS Module | - | - | - | - | - | - |
| Replace 1999 IT Van | - | 30,550 | - | - | - | 30,550 |
| Replace 2008 GM Vehicle | - | - | 41,000 | - | 43,000 | 84,000 |
| | 212,000 | 332,550 | 304,300 | 216,000 | 459,420 | 1,524,270 |

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to the departments. For the 2011-2012 fiscal year, the District Buildings Department internal charge to General Fund is \$36,220 to maintain new and existing infrastructure capital and the District Fleet Department’s internal charge is \$4,500 to maintain and repair new and existing equipment and rolling stock.



Ann Vorderbruggen Administration Building

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IVGID Departmental Budget Summary

General Fund Summary

Sources and Uses

| | 2009-10 | 2010-11 | 2010-11 | 2011-12 | \$ Chg Bud | \$ Chg Est |
|--|------------------|------------------|-------------------|------------------|-------------------|-------------------|
| | Actual | Budget | Est Actual | Budget | to Bud | Act to Bud |
| Revenues | | | | | | |
| Ad Valorem Property Tax | 796,482 | 1,065,273 | 1,065,000 | 1,381,546 | 316,273 | 316,546 |
| Consolidated Taxes | 1,127,980 | 1,039,872 | 1,033,000 | 1,022,487 | (17,385) | (10,513) |
| Rents | 2,931 | 1,800 | 1,900 | 1,683 | (117) | (217) |
| Other Financing Sources | | | | | | |
| Investment Earnings | 25,245 | 2,256 | 19,000 | 12,000 | 9,744 | (7,000) |
| Proceeds from capital assets dispositions | 8,500 | - | - | - | - | - |
| Total Revenues and Other Sources | 1,961,138 | 2,109,201 | 2,118,900 | 2,417,716 | 308,515 | 298,816 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,613,192 | 1,699,396 | 1,691,000 | 1,614,636 | (84,760) | (76,364) |
| Employee Fringe | 701,722 | 742,767 | 748,400 | 727,806 | (14,961) | (20,594) |
| Professional Services | 65,904 | 130,261 | 122,000 | 146,300 | 16,039 | 24,300 |
| Services and Supplies | 307,653 | 439,757 | 371,000 | 392,035 | (47,722) | 21,035 |
| Insurance | 43,469 | 47,760 | 45,000 | 48,400 | 640 | 3,400 |
| Utilities | 46,078 | 47,223 | 43,200 | 48,500 | 1,277 | 5,300 |
| Capital Expenditures | | | | | | |
| Capital Outlay | 250,906 | 198,000 | 145,000 | 12,000 | (186,000) | (133,000) |
| Fuels Management | 200,000 | 200,000 | 200,000 | 200,000 | - | - |
| Interfund Transfers and Adjustments | | | | | | |
| Transfers In/Out | (1,267,786) | (1,395,963) | (1,246,700) | (771,961) | 624,002 | 474,739 |
| Total Expenditures and Uses | 1,961,138 | 2,109,201 | 2,118,900 | 2,417,716 | 308,515 | 298,816 |
| Net Sources or Uses | - | - | - | - | - | - |

IVGID Departmental Budget Summary

General Fund Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|------------------------------------|--------------------|--------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Ad Valorem Property Tax | 796,482 | 1,065,273 | 1,065,000 | 1,381,546 | 316,273 | 316,546 |
| Consolidated Taxes | 1,127,980 | 1,039,872 | 1,033,000 | 1,022,487 | (17,385) | (10,513) |
| Rents | 2,931 | 1,800 | 1,900 | 1,683 | (117) | (217) |
| Total Operating Revenue | 1,927,393 | 2,106,945 | 2,099,900 | 2,405,716 | 298,771 | 305,816 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,613,192 | 1,699,396 | 1,691,000 | 1,614,636 | (84,760) | (76,364) |
| Employee Fringe | 701,722 | 742,767 | 748,400 | 727,806 | (14,961) | (20,594) |
| Professional Services | 65,904 | 130,261 | 122,000 | 146,300 | 16,039 | 24,300 |
| Services and Supplies | 307,653 | 439,757 | 371,000 | 392,035 | (47,722) | 21,035 |
| Insurance | 43,469 | 47,760 | 45,000 | 48,400 | 640 | 3,400 |
| Utilities | 46,078 | 47,223 | 43,200 | 48,500 | 1,277 | 5,300 |
| Fuels Management | 200,000 | 200,000 | 200,000 | 200,000 | - | - |
| Capital Outlay | 250,906 | 198,000 | 145,000 | 12,000 | (186,000) | (133,000) |
| Total Operating Expenses | 3,228,924 | 3,505,164 | 3,365,600 | 3,189,677 | (315,487) | (175,923) |
| Operating Income (Loss) | (1,301,531) | (1,398,219) | (1,265,700) | (783,961) | 614,258 | 481,739 |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 25,245 | 2,256 | 19,000 | 12,000 | 9,744 | (7,000) |
| Gain (loss) on disposal of assets | 8,500 | - | - | - | - | - |
| Total Non Operating revenue | 33,745 | 2,256 | 19,000 | 12,000 | 9,744 | (7,000) |
| Interfund Transfer | | | | | | |
| Transfers In/Out | 1,267,786 | 1,395,963 | 1,246,700 | 771,961 | (624,002) | (474,739) |
| Net Operating Transfers | 1,267,786 | 1,395,963 | 1,246,700 | 771,961 | (624,002) | (474,739) |
| Net Income | - | - | - | - | - | - |

Mission

The IVGID Utility Department mission is to provide quality water, sewer, solid waste, and support services to the residents and visitors of Incline Village and Crystal Bay.

Our Customers and Service Levels

The Utility Department provides water, sewer, and solid waste to the Incline Village and Crystal Bay communities and sewer service for Nevada State Parks at Sand Harbor, Memorial Point and Spooner State Parks. The IVGID service area is substantially built-out at this point.

IVGID has received a summary of the parcels in 2010 for our service area from Washoe County Community Development. The District also has all parcel data from Washoe County as part of our GIS mapping database and has prepared a detailed analysis on the vacant parcels in the service area.

The parcel data information from Community Development for Incline Village and Crystal Bay is listed as follows:

| | |
|---------------|------|
| Total Parcels | 8920 |
| Private Lots | 7838 |
| Public Lots | 1082 |

The public lots are owned by the United States and the State of Nevada and are non-buildable. The following list details the vacant private lots and their zoning.

| | |
|------------------------------|-----|
| Vacant Single Family Parcels | 151 |
| Vacant Multi-Family Parcels | 48 |
| Vacant Commercial Parcels | 26 |

The full time population is estimated at just under 9,000 people with that number increasing to nearly 20,000 people during peak tourism times in the summer months and winter holidays.

The District reads approximately 4,300 meters monthly, billing 4,200 water accounts and 4,100 sewer accounts. Some facilities have multiple water meters such as Championship Golf and some accounts are for water only such as irrigation accounts. The multi-family developments are typically served with one large meter for all the units in that particular home owners association. A detailed breakdown is presented below.

| | |
|---------------------------|------|
| Total Accounts Billed | 4258 |
| Total Water Meters Read* | 4270 |
| Total Irrigation Meters | 87 |
| Snow Making Meter | 1 |
| Other Water Only Accounts | 13 |
| Sewer Only Accounts | 5 |

We also bill monthly trash services for 4,233 residential customers, and Waste Management directly bills 275 commercial customers. We also serve contractors, developers, and property owners in plan checks, field inspections, backflow surveys, water right analysis, dumpster enclosures, bear boxes, project management (internal), engineering services (internal), water audits, water conservation education, recycling education, and household hazardous waste disposal.

The District's Solid Waste (trash and recycling) operation is contracted to Waste Management and the District handles the residential billing on a monthly basis. Trash collection is on a weekly basis and the single stream blue bag recycling service is bi-weekly. The District operates the household hazardous waste collection facility and materials are packaged and disposed of by a subcontractor. The District operates additional programs such as community clean-up day, defensible space and yard debris collection events, e-waste collection, and zero waste events. A full scale pilot curbside residential green waste recycling program will be conducted in the summer and fall of 2011. This program will determine the routing, costs, and tonnage to be expected should the Board approve a long-term program.

The District also conducts a Bear Awareness Program (BAP) to reduce wildlife access to non-natural food sources emphasizing education, ordinance enforcement, and lead by example program. The Public Works Compliance inspectors will respond to trash complaints and there is a 24-hour trash hotline to report complaints

Major Initiatives and District Goals and Objectives

The following Utility Fund major initiatives supports the District's Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The major initiatives are listed below and each ties to one of the five goal statements or is a direct 2010-2011 objective. The Introduction Section on page 22 outlines the specific Long Term Goals and the District annual objectives. The following items are the annual initiatives:

- A. Utility Rate Study to be implemented in 2012 – Supports Long Term District Goal 2 - Finance and Long Term District Goal 5 - Facilities
- B. Availability of Federal stimulus funding to Accelerate Capital Spending – Supports Long Term District Goal 2 - Finance.
- C. Replace and Maintain Infrastructure – Supports Long Term District Goal 5 - Facilities.
- D. Continue to maintain Water Quality and Watershed – Supports Long Term District Goal 1 - Resources and Environment.
- E. Perform full scale pilot curbside residential green waste recycling program – Supports Long Term District Goal 1 - Resources and Environment.

Maintain Drinking Water Quality and Protection of our Watershed

The delivery of potable water to our customers is the most important mission of the Public Works Department. The two main federal water regulations that regulate IVGID's water system is the Surface Water Treatment Rule (SWTR 1989) and the Long Term 2 Enhanced Surface Water Treatment Rule (LT2 2006).

The SWTR 1989 seeks to prevent waterborne diseases caused by viruses, Legionella, and Giardia lamblia. These disease-causing microbes are present at varying concentrations in most surface waters. The rule requires that water systems filter and disinfect water from surface water

sources to reduce the occurrence of unsafe levels of these microbes. IVGID's public water supply (Lake Tahoe) was considered to be a pristine source and was granted a waiver from the filtration requirement. However, the District must provide the same level of treatment as those that filter which was accomplished with ozone disinfection. The District's water system is also required to provide continuous disinfection of the drinking water entering the distribution system and to maintain a detectable disinfectant level within the distribution system which is accomplished with chlorine. The LT2 Rule requires a second disinfection process to deactivate cryptosporidium. This must be implemented in 2014. The Burnt Cedar Water Disinfection Project is currently in construction with completion scheduled for 2013 to come into compliance with the LT2 Rule.

To help protect our watershed, the District participates in the management of the Tahoe Water Suppliers Association (TWSA) activities including basin wide water conservation, water quality protection education programs, production of the watershed control program annual report, and the five year sanitary survey report update. We also work with regional regulatory agencies on source water protection issues and concerns.

Performance Measures

The following overall measurements have been identified to assist management in evaluating utility's performance to expected results. Water production has been more stable in last five years as we have not seen the 10 to 15 percent fluctuations in water demand. There also has been a steady decrease in wastewater flows over the last 10 years as the service area population decreases. The measurement used for comparison is based on equivalent dwelling units in the District instead of connections to the system. An equivalent dwelling unit (EDU) varies based on the size of the customer's meter. A single family home is one EDU while a hotel may be 75 EDUs. This standardizes the measurement for better year to year comparisons.

| Water | 2009/2010 | 2010/2011 | 2010/2011 | 2011/2012 |
|---|---------------|---------------|------------------|---------------|
| | <u>Actual</u> | <u>Budget</u> | <u>Estimated</u> | <u>Budget</u> |
| Water Produced (million gal.) | 1,052 | 1,000 | 944 | 955 |
| Cost per 1000 gallons of water | \$3.65 | \$3.68 | \$3.95 | \$4.08 |
| Water Equivalent Dwelling Units | 8,882 | 8,900 | 8,929 | 8,929 |
| Water Cost per Equivalent Dwelling Unit (EDU) per month | \$36.03 | \$34.43 | \$34.77 | \$36.40 |

| Sewer | 2009/2010 | 2010/2011 | 2010/2011 | 2011/2012 |
|---|---------------|---------------|------------------|---------------|
| | <u>Actual</u> | <u>Budget</u> | <u>Estimated</u> | <u>Budget</u> |
| Wastewater Treated (million of gal.) | 401 | 400 | 431 | 427 |
| Cost per 1000 gallons | \$9.97 | \$11.01 | \$9.40 | \$9.93 |
| Sewer Equivalent Dwelling Units | 8,288 | 8,400 | 8,429 | 8,429 |
| Sewer Cost per Equivalent Dwelling Unit (EDU) per month | \$40.20 | \$43.71 | \$40.04 | \$41.92 |

| Solid Waste | 2009/2010 | 2010/2011 | 2010/2011 | 2011/2012 |
|--|---------------|---------------|------------------|---------------|
| | <u>Actual</u> | <u>Budget</u> | <u>Estimated</u> | <u>Budget</u> |
| Waste Diversion Rate (% of waste not sent to the landfill) | 18% | 15% | 18% | 15% |
| Christmas Trees Recycled (tons) | 14.1 | 12.0 | 12.0 | 12.0 |
| Green Waste Collection (tons) | 154 | 0 | 150 | 150 |
| House Hazardous Waste (tons) includes e-waste program | 42.6 | 30.0 | 35.0 | 30.0 |

Our Team: Outline Workforce to meet initiatives

The following tables show the full time equivalents (FTE) and cost of labor to execute the Water, Sewer, and Solid Waste major initiatives:

| Full-Time Equivalents | | | | Cost of Labor, Taxes and Benefits | | |
|-----------------------|------|---------|---|-----------------------------------|-------------|-----------|
| Total FTE | FTYR | PT/SEAS | | Total | FTYR | PT/SEAS |
| 13.3 | 13.3 | - | Water | 1,238,244 | 1,238,244 | - |
| 16.0 | 16.0 | - | Sewer | 1,578,781 | 1,578,781 | - |
| 1.9 | 1.4 | 0.4 | Solid Waste | 142,703 | 130,601 | 12,102 |
| 0.7 | 0.7 | - | TWSA | 48,526 | 48,526 | - |
| 31.8 | 31.4 | 0.4 | Total Full-Time Equivalents and Cost | \$3,008,254 | \$2,996,152 | \$ 12,102 |

Legend: FTYR = full time, year round; PT/SEAS = part time/seasonal; TWSA = Tahoe Water Suppliers Association

The following table compares year on year budgeted FTE for all Utility Fund operations. The .5 FTE increase from last year is because of re-budgeting the Waste Not Intern to fully implement the new Global Positions Satellite (GPS) collection effort and on-going maintenance that the new Public Works Program Coordinator will be handling. The Waste Not Programs Coordinator Position (Grade 20) was reclassified to Public Works Program Coordinator (Grade 21) and adjusts salary accordingly. See Personnel Section for memorandum on this personnel change. Other changes in FTE distributions within the Utility Fund are due to reallocations of duties of the remaining personnel.

| | Budgeted Full-Time Equivalents | | | | |
|------------------------|--------------------------------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| Water | 13.8 | 13.8 | 13.8 | 12.6 | 13.3 |
| Sewer | 16.3 | 16.7 | 16.7 | 17.1 | 16.0 |
| Solid Waste | 1.9 | 1.9 | 1.9 | 1.6 | 1.9 |
| TWSA | 0.0 | 0.0 | 0.0 | 0.0 | 0.7 |
| Total Utility Fund FTE | 32.0 | 32.4 | 32.4 | 31.3 | 31.8 |

The personnel assigned to operate and maintain the water system and the sewer system are required to obtain treatment, distribution, collection, backflow and maintenance certifications. Certifications range from Operator-in-Training to Grade IV and they are issued by the State of Nevada, California Water Environment Association or American Water Works Association. There are two on-call personnel required to be available twenty four hours per day, seven days per week for the water and sewer system.

On October 27, 2010 the Nevada Division of Environmental Protection submitted an assessment report for the certification of the District's laboratory. One of the findings of the certification officers was that the laboratory was understaffed by up to one full-time chemist to perform the duties required for proper sampling, testing and documentation of laboratory procedures and results. Not meeting the new requirements for laboratory procedure documentation and additional testing protocols could cost us our laboratory certification as a state certified laboratory. These new regulations for laboratories are unfunded mandates. Decertification of our laboratory forces us to outsource all of our water and wastewater analyses required by the State of Nevada and the EPA. To address these new regulations we were able to convert an existing position the

Treatment Specialist position to a split position of Chemist/Treatment Specialist and having that employee perform the new job duties. See Personnel Section for memorandum on this personnel change.

The Compliance Division has four full time personnel that perform plan checking, field inspections/surveys including inspection of District Capital projects, respond to trash spills and enforce ordinance requirements. They also manage the encroachment and easement documentation.

The Business Office, which is split between the water and sewer operations, has four full time personnel that perform the customer service duties, read the District's water meters, prepare the monthly utility billing, process all deposits including checks, cash, electronic files, and in-house transfers. The Business Office also maintains customer account information and supports the Compliance, Engineering, Waste Not, and Utility divisions.

The Waste Not Division has 1.9 FTE and performs a wide variety of duties including, but not limited to, water audits, bear box enforcement, water quality monitoring, recycling education, recycling programs, household hazardous waste disposal, e-waste disposal, green waste collection events, Christmas tree chipping, IVGID cardboard and internal recycling, and watershed management.

The TWSA division was split out from Water during the 2010-11 fiscal year. It has 0.7 FTE that are shared between the Resource Conservationist and Public Works Program Coordinator who help manage the basin wide water conservation, water quality protection education programs, production of the watershed control program annual report, and the five year sanitary survey report update.

Pricing our Services, Revenue Strategies, and Key Rates

For the last 3 years the Board of Trustees has been presented a five year Utility Rate Study that provides the next five years of operating and capital expenses and determines the revenue needs to meet the operating cost increases and the near term capital needs while balancing the utility reserves. The utility rates are being adjusted to accomplish two goals; increase revenue and move towards pay for what you use. The utility rate increase for 2011 is to raise water rates by 5.3% and sewer rates by 9.4% for a total utility rate increase of 7.7%. In 2010 the increases were water by 4.3% and sewer by 3.9% for a total utility rate increase of 4.1%. The rates are currently scheduled for an average 5.8% increase per year for five years to balance the expense projections. The rate increases for the next two years average 7.5% per year to ramp up the additional CIP revenue requirement for the projects described above. These rate increases will begin May 2011.

The solid waste rates will not increase as provided in our Solid Waste Franchise Agreement with Incline Sanitation (agreement). The agreement establishes a procedure for adjusting solid waste rates on an annual basis on the change in the Garbage and Trash Consumer Price Index and will not be greater than 8% nor less than 3% in any one year except if a return on revenue is greater than 8% per annum using a 3-year average, then there will not be a solid waste rate adjustment as is the case for 2011-2012 fiscal year.

The 2011-2012 budget cycle Five Year Utility Rate Study was prepared to determine the next five years of operating and capital expenses and to provide for sufficient and stable revenue to meet the operating cost increases and the near term capital needs. It is anticipated that the re-

services will be drawn down in the next five years as capital assets are being replaced with funds already collected for that purpose. Additional funding in the amount of \$3 million will be needed for capital expenditures this year. At the end of this five year period, the target is to be at a responsible fund balance for operating the utility on a go forward basis.

The District currently includes the use of 3000 gallons (2010-11 rates) in the base rate. This means that if the customer does not use any water, they are charged for 3000 gallons of water and sewer usage. The new rate structure reduces the amount to 2000 gallons included in the base rate for 2011-12 rates. The plan will be to completely eliminate the base gallons included in the base rate over a three year period. The following shows the monthly residential water and sewer base rates billed each month by year:

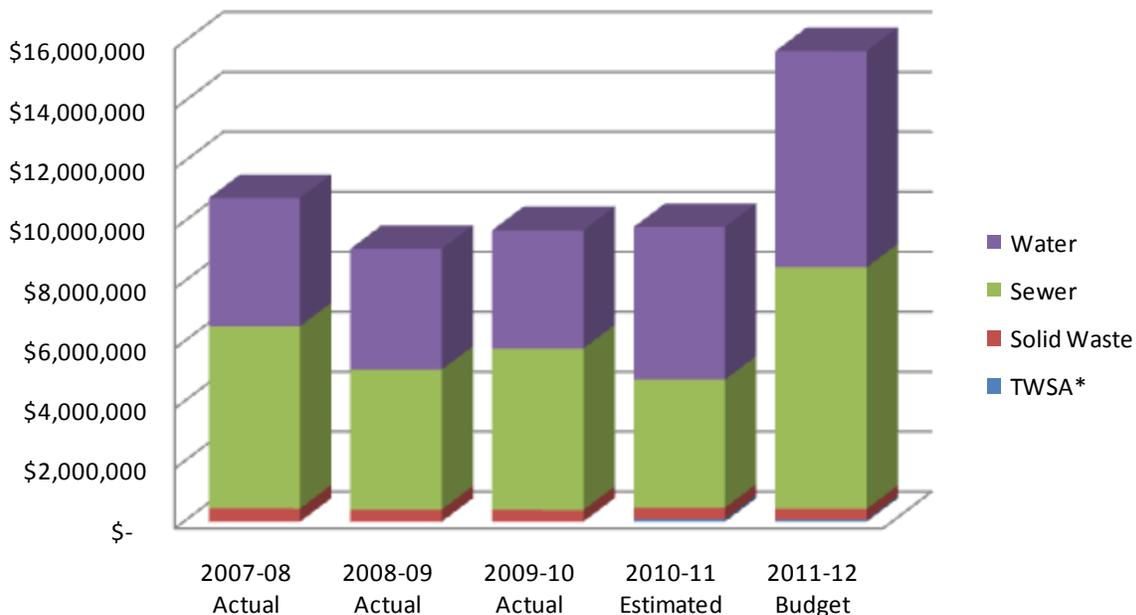
| | Schedule of Monthly Water and Sewer Rates | | | | |
|-------|---|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| Water | \$24.51 | \$26.01 | \$26.01 | \$26.51 | \$26.84 |
| Sewer | \$33.65 | \$34.61 | \$34.61 | \$35.03 | \$37.52 |

The following shows the monthly trash rates billed each month by year.

| | Scheduled Solid Waste Rates | | | | |
|---------------------|-----------------------------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2010-11 |
| Residential Service | \$15.13 | \$15.86 | \$16.51 | \$16.51 | \$16.51 |
| Recycling Charge | \$1.33 | \$4.16 | \$4.33 | \$4.33 | \$4.33 |

The following bar chart shows a 5 year comparison of Utility Revenue Sources.

Five Year Comparison of Utility Revenue Sources



* TWSA has been split out from Water starting with the 2010-11 Fiscal Year

Infrastructure and Capital Needs to Support Service Levels

Public Works has a heavy load of Capital Projects over the next five years with the improvements to the Burnt Cedar Water Disinfection Plant (\$5.6 million) and the replacement of the remaining six miles of effluent export pipeline (\$10 million) in the Tahoe Basin. The USACE Section 595 Funding is in doubt that has provided \$16 million in support to date with the current Project Cooperation Agreement. The Five Year Capital Improvement Plan has \$5.8 million in Federal Funding for the replacement of the export pipeline together with \$4.2 million in District Funding over the next 5 years. The District is also pursuing Bond Funding for the Burnt Cedar Water Disinfection Plant.

Total Utility Fund planned capital expenditures total \$6,816,959 and capital carry forward projects from 2010-2011 is \$3,782,316. On a net basis after \$3,547,726 of capital grants and bond proceeds of \$3,000,000 Utility net capital is \$4,051,549.

Major capital projects for 2011-12 include the continuation of the Effluent Export Project with the improvements to the Spooner Pumping Station, replacement of Water Pumping Station 4-1 and 5A-1, design of the Burnt Cedar Water Disinfection Plant improvements, water system improvements to increase fire flows, and other water and sewer improvements.

The most important projects in the Capital Improvement Budget over the next five years are the completion of the Effluent Export Project and the upgrades to the Burnt Cedar Water Disinfection Plant to meet new regulatory requirements. The Effluent Export Project started in 2003 with a planned completion date in 2011 to replace six miles of pipeline, make upgrades to the Spooner Pumping Station, and convert two State Parks wastewater plants into raw wastewater pumping stations and install a new forcemain to deliver that wastewater to the District. Through 2011, a total of six miles of pipeline have been installed and the work for State Parks has been completed. A total of \$18 million dollars has been spent and the final project is expected to cost \$21 million dollars. An additional \$3 million dollars will be spent over the next year to complete the original scope of work. The District will also begin the planning phase of replacement of the remaining five miles of effluent export pipeline in the Tahoe Basin.

The Federal Government recently passed the Long Term 2 Enhanced Surface Water Treatment Rule (LT2) which requires enhanced disinfection to provide additional protection from disease-causing microorganisms and contaminants that can form during drinking water treatment. This is for water systems that use surface water as their raw water supply. The rule requires that IVGID add a second disinfection process by the end of 2014. The Burnt Cedar Water Disinfection Project is currently in construction with completion scheduled for 2013 to come into compliance with the LT2 Rule.

Although a five-year capital plan is prepared, the Board of Trustees has approved only year one, 2011-2012, of the five-year plan which begins on page 122.

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock/equipment capital purchases by the District Fleet Department. The costs to maintain capital are transacted through an internal service charge to the Utility Fund. For the 2011-2012 fiscal year, the District's Buildings Department internal charge to Utility Fund is \$59,880 to maintain new and existing infrastructure capital and the District's Fleet Department's internal charge is \$292,580 for new and existing equipment and rolling stock.

Capital Carry Forward to 2011-2012

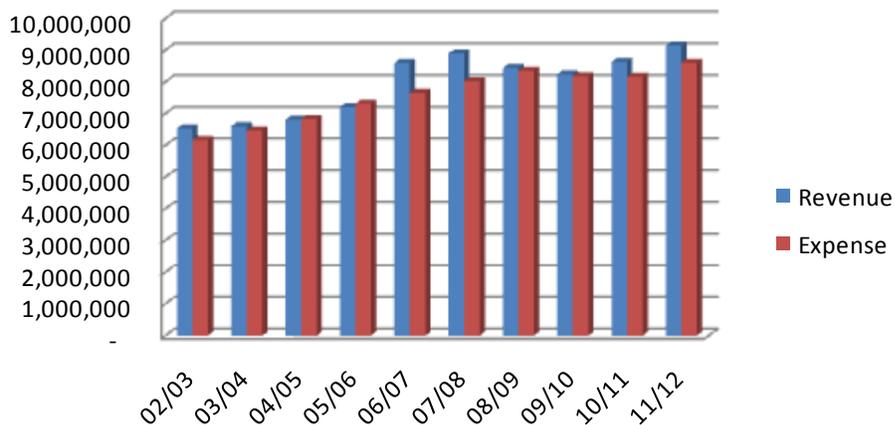
The following table list by capital project name and the amount of dollars for the 2010-2011 capital projects to be carry forward and completed in 2011-2012. At total of \$3,782,316 is planned for carry forward and \$2,131,026 in related grant funding sources indentified for a net capital carry forward of \$1,651,290.

| <u>Project #</u> | <u>Project Description</u> | <u>Carry Forward</u> |
|--------------------------------------|---|----------------------|
| <i>Public Works - shared capital</i> | | |
| 2297DI1002 | Raise Manholes & Valve Boxes | 50,000 |
| <u>Water</u> | | |
| 2221WS1001 | Replace Watermains | 10,000 |
| 2222DI1002 | Equipment Rehabs (Pumps/Motors/Telemetry) | 30,000 |
| 2221DI1003 | Replace commercial water meters | 59,670 |
| 2222DI0906 | Upgrade WPS 4-1 & 5A-1 | 22,979 |
| <u>Sewer</u> | | |
| 2523SS1001 | Replace Odor Scrubber | 28,125 |
| 2523SS1002 | Concrete Pad Replacement | 62,400 |
| 2523SS1003 | Rebuild Blower | 20,000 |
| 2523SS1004 | Aeration basin and wetwell structure evaluation | 50,000 |
| 2523SS1005 | Replace 3 chemical tanks | 15,000 |
| 2523SS1006 | Upgrade Wetlands Facility | 25,000 |
| 2522DI1007 | Upgrade Sewer Pump Stations | 50,000 |
| | Effluent Export Line - Phase I - See project | |
| 2524SS1008 | 2522DI0904 | 1,940,000 |
| 2524SS1010 | Effluent Export Line - Phase II | 325,000 |
| 2524SS1011 | SR=28 Crystal Bay Utility Relocations | 520,000 |
| 2297DI0901 | Raise Manholes & Valve Boxes | 21,291 |
| 2522DI0904 | Spooner Pumping Station Project | 552,850 |
| | Total Carry Forward | 3,782,316 |
| <u>Less Grant Fund Projects</u> | | |
| 2221WS1001 | Replace Watermains | (5,000) |
| 2222DI0906 | Upgrade WPS 4-1 & 5A-1 | (12,639) |
| | Effluent Export Line - Phase I - See project | |
| 2524SS1008 | 2522DI0904 | (1,455,000) |
| 2524SS1010 | Effluent Export Line - Phase II | (243,750) |
| 2522DI0904 | Spooner Pumping Station Project | (414,637) |
| | Net Utility Fund Carry Forward | 1,651,290 |

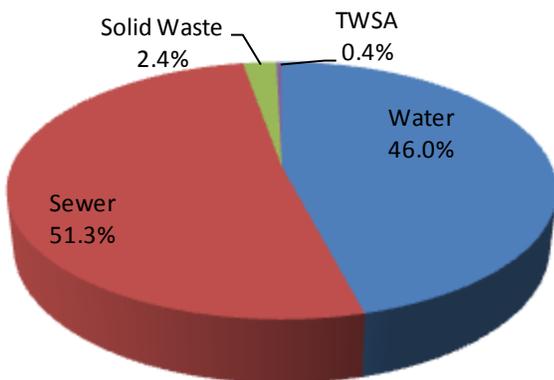
Charts and Schedules

The following schedules and charts show the Utility Fund combined and then broken out by the water division, sewer division, solid waste division and the TWSA division.

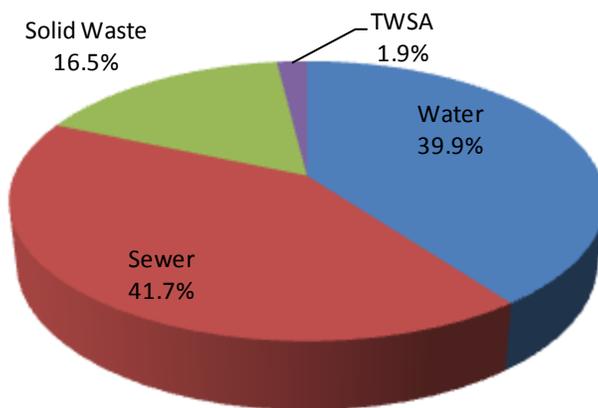
Utility 10 Year Trend



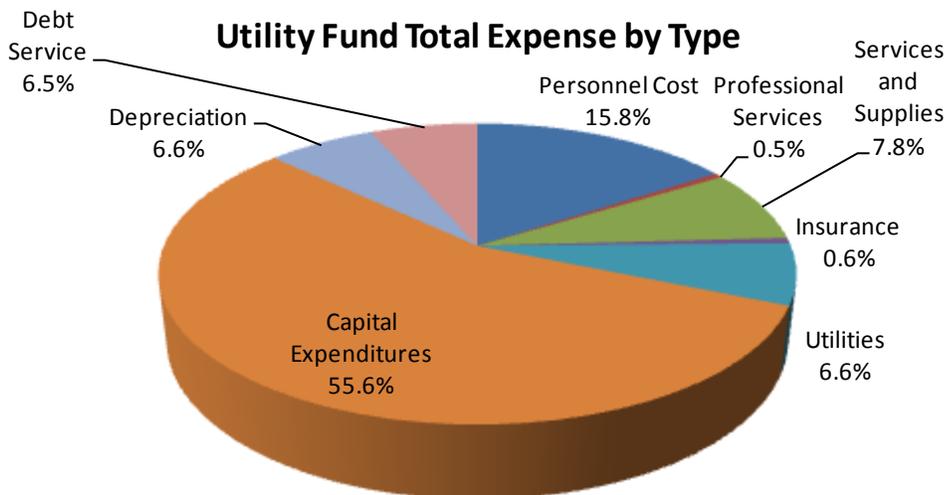
Utility Fund Total Sources by Department



Utility Fund Services and Supplies



Utility Fund Total Expense by Type



IVGID Departmental Budget Summary

Utility Fund Summary

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|--------------------|--------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 7,915,623 | 8,368,500 | 8,332,452 | 8,910,200 | 541,700 | 577,748 |
| Fines and Penalties | 33,316 | 48,080 | 36,311 | 27,000 | (21,080) | (9,311) |
| Interfund Services | 102,745 | 111,058 | 120,052 | 125,300 | 14,242 | 5,248 |
| Other Financing Sources | | | | | | |
| Investment Earnings | 189,785 | 120,000 | 141,260 | 84,000 | (36,000) | (57,260) |
| Capital Grants | 1,476,174 | 2,785,000 | 1,189,547 | 3,547,726 | 762,726 | 2,358,179 |
| Proceeds from capital assets dispositions | 1,215 | - | 7,358 | - | - | (7,358) |
| Debt Proceeds | - | - | - | 3,000,000 | 3,000,000 | 3,000,000 |
| Total Revenues and Other Sources | 9,718,858 | 11,432,638 | 9,826,980 | 15,694,226 | 4,261,588 | 5,867,246 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,970,688 | 1,982,742 | 1,959,424 | 2,042,704 | 59,962 | 83,280 |
| Employee Fringe | 867,267 | 911,709 | 885,900 | 965,550 | 53,841 | 79,650 |
| Professional Services | 94,248 | 102,666 | 92,200 | 97,600 | (5,066) | 5,400 |
| Services and Supplies | 1,247,370 | 1,320,401 | 1,201,280 | 1,488,000 | 167,599 | 286,720 |
| Insurance | 95,842 | 105,108 | 105,400 | 113,900 | 8,792 | 8,500 |
| Utilities | 1,171,044 | 1,230,569 | 1,135,500 | 1,250,900 | 20,331 | 115,400 |
| Extraordinary Items | 225,000 | - | - | - | - | - |
| Capital Expenditures | | | | | | |
| Capital Improvements | 3,613,087 | 6,675,913 | 3,776,581 | 6,816,959 | 141,046 | 3,040,378 |
| Capital Carry Forward | - | 2,111,371 | 1,502,821 | 3,782,316 | 1,670,945 | 2,279,495 |
| Debt Service | | | | | | |
| Principal | 791,569 | 816,371 | 816,371 | 953,485 | 137,114 | 137,114 |
| Interest | 224,477 | 208,045 | 197,881 | 284,942 | 76,897 | 87,061 |
| Fiscal Agent Fees | 350 | - | 300 | 350 | 350 | 50 |
| Interfund Transfers and Adjustments | | | | | | |
| Transfers In/Out | 633,920 | 697,978 | 623,350 | 385,981 | (311,998) | (237,370) |
| Funded Capital Resources | - | (2,111,371) | (1,502,821) | (1,668,929) | 442,442 | (166,108) |
| Total Expenditures and Uses | 10,934,862 | 14,051,502 | 10,794,187 | 16,513,758 | 2,462,256 | 5,719,571 |
| Net Sources or Uses | (1,216,004) | (2,618,864) | (967,207) | (819,532) | 1,799,333 | 147,676 |

IVGID Departmental Budget Summary

Utility Fund Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|--------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 7,915,623 | 8,368,500 | 8,332,452 | 8,910,200 | 541,700 | 577,748 |
| Fines and Penalties | 33,316 | 48,080 | 36,311 | 27,000 | (21,080) | (9,311) |
| Interfund Services | 102,745 | 111,058 | 120,052 | 125,300 | 14,242 | 5,248 |
| Total Operating Revenue | 8,051,684 | 8,527,638 | 8,488,815 | 9,062,500 | 534,862 | 573,685 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,970,688 | 1,982,742 | 1,959,424 | 2,042,704 | 59,962 | 83,280 |
| Employee Fringe | 867,267 | 911,709 | 885,900 | 965,550 | 53,841 | 79,650 |
| Professional Services | 94,248 | 102,666 | 92,200 | 97,600 | (5,066) | 5,400 |
| Services and Supplies | 1,247,370 | 1,320,401 | 1,201,280 | 1,488,000 | 167,599 | 286,720 |
| Insurance | 95,842 | 105,108 | 105,400 | 113,900 | 8,792 | 8,500 |
| Utilities | 1,171,044 | 1,230,569 | 1,135,500 | 1,250,900 | 20,331 | 115,400 |
| Depreciation | 2,734,965 | 2,812,500 | 2,779,008 | 2,649,300 | (163,200) | (129,708) |
| Total Operating Expenses | 8,181,424 | 8,465,695 | 8,158,712 | 8,607,954 | 142,259 | 449,242 |
| Operating Income (Loss) | (129,740) | 61,943 | 330,103 | 454,546 | 392,603 | 124,443 |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 189,785 | 120,000 | 141,260 | 84,000 | (36,000) | (57,260) |
| Gain (loss) on disposal of assets | 1,215 | - | 7,358 | - | - | (7,358) |
| Total Non Operating Revenue | 191,000 | 120,000 | 148,618 | 84,000 | (36,000) | (64,618) |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 224,477 | 208,045 | 197,881 | 284,942 | 76,897 | 87,061 |
| Amortization issuance cost | 9,588 | 9,588 | 9,589 | 9,588 | - | (1) |
| Fiscal Agent Fee | 350 | - | 300 | 350 | 350 | 50 |
| Extraordinary Items | 225,000 | - | - | - | - | - |
| Total Non Operating Expenses | 459,415 | 217,633 | 207,770 | 294,880 | 77,247 | 87,110 |
| Interfund Transfer | | | | | | |
| Transfers Out | (633,920) | (697,978) | (623,350) | (385,981) | 311,998 | 237,370 |
| Net Operating Transfers | (633,920) | (697,978) | (623,350) | (385,981) | 311,998 | 237,370 |
| Net Income | (1,032,075) | (733,668) | (352,399) | (142,315) | 591,354 | 210,085 |

IVGID Departmental Budget Summary

Public Works - Water
Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|--------------------|--------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 3,717,441 | 3,956,473 | 4,015,123 | 4,105,700 | 149,227 | 90,577 |
| Fines and Penalties | 29,201 | 33,580 | 26,811 | 24,500 | (9,080) | (2,311) |
| Interfund Services | 102,745 | 102,347 | 10,665 | 125,300 | 22,953 | 114,635 |
| Other Financing Sources | | | | | | |
| Investment Earnings | 97,894 | 60,000 | 70,840 | 42,000 | (18,000) | (28,840) |
| Capital Grants | - | 1,030,000 | 1,033,277 | 46,826 | (983,174) | (986,451) |
| Proceeds from capital assets dispositions | 1,595 | - | 5,862 | - | - | (5,862) |
| Debt Proceeds | - | - | - | 3,000,000 | 3,000,000 | 3,000,000 |
| Other Transfers | - | (73,405) | (73,405) | (132,000) | (58,595) | (58,595) |
| Total Revenues and Other Sources | 3,948,876 | 5,108,995 | 5,089,173 | 7,212,326 | 2,103,331 | 2,123,153 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 824,167 | 773,155 | 808,524 | 839,839 | 66,684 | 31,315 |
| Employee Fringe | 372,277 | 356,963 | 358,900 | 398,405 | 41,442 | 39,505 |
| Professional Services | 15,585 | 17,583 | 13,200 | 17,700 | 117 | 4,500 |
| Services and Supplies | 672,145 | 487,591 | 573,180 | 593,248 | 105,657 | 20,068 |
| Insurance | 47,040 | 51,648 | 48,700 | 52,000 | 352 | 3,300 |
| Utilities | 626,735 | 671,401 | 617,100 | 678,100 | 6,699 | 61,000 |
| Capital Expenditures | | | | | | |
| Capital Improvements | 2,769,741 | 3,214,913 | 3,085,662 | 3,986,234 | 771,321 | 900,572 |
| Capital Carry Forward | - | 993,921 | 1,312,387 | 158,295 | (835,626) | (1,154,092) |
| Debt Service | | | | | | |
| Principal | 294,140 | 301,287 | 301,287 | 420,101 | 118,814 | 118,814 |
| Interest | 74,043 | 66,517 | 91,880 | 161,715 | 95,198 | 69,835 |
| Fiscal Agent Fees | 350 | - | 300 | 350 | 350 | 50 |
| Interfund Transfers and Adjustments | | | | | | |
| Transfers In/Out | 316,960 | 348,989 | 311,675 | 192,990 | (155,999) | (118,685) |
| Funded Capital Resources | - | (993,921) | (1,312,387) | (158,295) | 835,626 | 1,154,092 |
| Total Expenditures and Uses | 6,013,183 | 6,290,047 | 6,210,408 | 7,340,682 | 1,050,635 | 1,130,274 |
| Net Sources or Uses | (2,064,307) | (1,181,052) | (1,121,235) | (128,356) | 1,052,696 | 992,879 |

IVGID Departmental Budget Summary

Public Works - Water

Operating and Net Income (Loss)

| | 2009-10 | 2010-11 | 2010-11 | 2011-12 | \$ Chg Bud | \$ Chg Est |
|-------------------------------------|------------------|------------------|-------------------|------------------|-------------------|-------------------|
| | Actual | Budget | Est Actual | Budget | to Bud | Act to Bud |
| Operating Revenues | | | | | | |
| Sales and Fees | 3,717,441 | 3,956,473 | 4,015,123 | 4,105,700 | 149,227 | 90,577 |
| Fines and Penalties | 29,201 | 33,580 | 26,811 | 24,500 | (9,080) | (2,311) |
| Interfund Services | 102,745 | 102,347 | 10,665 | 125,300 | 22,953 | 114,635 |
| Intrafund Transfers | - | (73,405) | (73,405) | (132,000) | (58,595) | (58,595) |
| Total Operating Revenue | 3,849,387 | 4,018,995 | 3,979,194 | 4,123,500 | 104,505 | 144,306 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 824,167 | 773,155 | 808,524 | 839,839 | 66,684 | 31,315 |
| Employee Fringe | 372,277 | 356,963 | 358,900 | 398,405 | 41,442 | 39,505 |
| Professional Services | 15,585 | 17,583 | 13,200 | 17,700 | 117 | 4,500 |
| Services and Supplies | 672,145 | 487,591 | 573,180 | 593,248 | 105,657 | 20,068 |
| Insurance | 47,040 | 51,648 | 48,700 | 52,000 | 352 | 3,300 |
| Utilities | 626,735 | 671,401 | 617,100 | 678,100 | 6,699 | 61,000 |
| Depreciation | 1,282,569 | 1,332,428 | 1,305,507 | 1,320,900 | (11,528) | 15,393 |
| Total Operating Expenses | 3,840,518 | 3,690,769 | 3,725,111 | 3,900,192 | 209,423 | 175,081 |
| Operating Income (Loss) | 8,869 | 328,226 | 254,083 | 223,308 | (104,918) | (30,775) |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 97,894 | 60,000 | 70,840 | 42,000 | (18,000) | (28,840) |
| Gain (loss) on disposal of assets | 1,595 | - | 5,862 | - | - | (5,862) |
| Total Non Operating Revenue | 99,489 | 60,000 | 76,702 | 42,000 | (18,000) | (34,702) |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 74,043 | 66,517 | 91,880 | 161,715 | 95,198 | 69,835 |
| Amortization issuance cost | 5,701 | 5,700 | 5,701 | 5,700 | - | (1) |
| Fiscal Agent Fee | 350 | - | 300 | 350 | 350 | 50 |
| Total Non Operating Expenses | 80,094 | 72,217 | 97,881 | 167,765 | 95,548 | 69,884 |
| Interfund Transfer | | | | | | |
| Transfers Out | (316,960) | (348,989) | (311,675) | (192,990) | 155,999 | 118,685 |
| Net Operating Transfers | (316,960) | (348,989) | (311,675) | (192,990) | 155,999 | 118,685 |
| Net Income | (288,696) | (32,980) | (78,771) | (95,447) | (62,467) | (16,676) |

IVGID Departmental Budget Summary

Public Works - Sewer
Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|-------------------|--------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 3,819,597 | 3,969,651 | 3,859,929 | 4,377,700 | 408,049 | 517,771 |
| Interfund Services | - | 8,711 | 109,387 | - | (8,711) | (109,387) |
| Other Financing Sources | | | | | | |
| Investment Earnings | 91,891 | 60,000 | 70,420 | 42,000 | (18,000) | (28,420) |
| Capital Grants | 1,476,174 | 1,755,000 | 156,270 | 3,500,900 | 1,745,900 | 3,344,630 |
| Proceeds from capital assets dispositions | (380) | - | 1,496 | - | - | (1,496) |
| Other Transfers | - | 73,405 | 73,405 | 132,000 | 58,595 | 58,595 |
| Total Revenues and Other Sources | 5,387,282 | 5,866,767 | 4,270,907 | 8,052,600 | 2,185,833 | 3,781,693 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,049,677 | 1,079,348 | 1,032,200 | 1,067,979 | (11,369) | 35,779 |
| Employee Fringe | 456,966 | 499,314 | 475,900 | 510,802 | 11,488 | 34,902 |
| Professional Services | 78,663 | 85,083 | 79,000 | 79,900 | (5,183) | 900 |
| Services and Supplies | 368,805 | 569,590 | 416,000 | 620,000 | 50,410 | 204,000 |
| Insurance | 48,802 | 53,460 | 56,700 | 61,900 | 8,440 | 5,200 |
| Utilities | 543,261 | 557,772 | 517,000 | 571,100 | 13,328 | 54,100 |
| Extraordinary Items | 225,000 | - | - | - | - | - |
| Intrafund Expense | - | - | - | - | - | - |
| Capital Expenditures | | | | | | |
| Capital Improvements | 843,346 | 3,461,000 | 690,919 | 2,830,725 | (630,275) | 2,139,806 |
| Capital Carry Forward | - | 1,117,450 | 190,434 | 3,624,021 | 2,506,571 | 3,433,587 |
| Debt Service | | | | | | |
| Principal | 497,429 | 515,084 | 515,084 | 533,384 | 18,300 | 18,300 |
| Interest | 150,434 | 141,528 | 106,001 | 123,227 | (18,301) | 17,226 |
| Interfund Transfers and Adjustments | | | | | | |
| Transfers In/Out | 316,960 | 348,989 | 311,675 | 192,990 | (155,999) | (118,685) |
| Funded Capital Resources | - | (1,117,450) | (190,434) | (1,510,634) | (393,184) | (1,320,200) |
| Total Expenditures and Uses | 4,579,343 | 7,311,168 | 4,200,479 | 8,705,394 | 1,394,226 | 4,504,915 |
| Net Sources or Uses | 807,939 | (1,444,401) | 70,428 | (652,794) | 791,607 | (723,222) |

IVGID Departmental Budget Summary

Public Works - Sewer

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 3,819,597 | 3,969,651 | 3,859,929 | 4,377,700 | 408,049 | 517,771 |
| Interfund Services | - | 8,711 | 109,387 | - | (8,711) | (109,387) |
| Intrafund Transfers | - | 73,405 | 73,405 | 132,000 | 58,595 | 58,595 |
| Total Operating Revenue | 3,819,597 | 4,051,767 | 4,042,721 | 4,509,700 | 457,933 | 466,979 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,049,677 | 1,079,348 | 1,032,200 | 1,067,979 | (11,369) | 35,779 |
| Employee Fringe | 456,966 | 499,314 | 475,900 | 510,802 | 11,488 | 34,902 |
| Professional Services | 78,663 | 85,083 | 79,000 | 79,900 | (5,183) | 900 |
| Services and Supplies | 368,805 | 569,590 | 416,000 | 620,000 | 50,410 | 204,000 |
| Insurance | 48,802 | 53,460 | 56,700 | 61,900 | 8,440 | 5,200 |
| Utilities | 543,261 | 557,772 | 517,000 | 571,100 | 13,328 | 54,100 |
| Depreciation | 1,452,396 | 1,480,072 | 1,473,501 | 1,328,400 | (151,672) | (145,101) |
| Total Operating Expenses | 3,998,570 | 4,324,639 | 4,050,301 | 4,240,081 | (84,558) | 189,780 |
| Operating Income (Loss) | (178,973) | (272,872) | (7,580) | 269,619 | 542,491 | 277,199 |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 91,891 | 60,000 | 70,420 | 42,000 | (18,000) | (28,420) |
| Gain (loss) on disposal of assets | (380) | - | 1,496 | - | - | (1,496) |
| Total Non Operating Revenue | 91,511 | 60,000 | 71,916 | 42,000 | (18,000) | (29,916) |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 150,434 | 141,528 | 106,001 | 123,227 | (18,301) | 17,226 |
| Amortization issuance cost | 3,887 | 3,888 | 3,888 | 3,888 | - | - |
| Extraordinary Items | 225,000 | - | - | - | - | - |
| Total Non Operating Expenses | 379,321 | 145,416 | 109,889 | 127,115 | (18,301) | 17,226 |
| Interfund Transfer | | | | | | |
| Transfers Out | (316,960) | (348,989) | (311,675) | (192,990) | 155,999 | 118,685 |
| Net Operating Transfers | (316,960) | (348,989) | (311,675) | (192,990) | 155,999 | 118,685 |
| Net Income | (783,743) | (707,277) | (357,228) | (8,486) | 698,791 | 348,742 |

IVGID Departmental Budget Summary

**Public Works - Solid Waste
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 386,019 | 382,851 | 372,800 | 366,800 | (16,051) | (6,000) |
| Fines and Penalties | 4,115 | 14,500 | 9,500 | 2,500 | (12,000) | (7,000) |
| Total Revenues and Other Sources | 390,134 | 397,351 | 382,300 | 369,300 | (28,051) | (13,000) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 96,516 | 99,511 | 88,200 | 101,717 | 2,206 | 13,517 |
| Employee Fringe | 37,967 | 41,490 | 37,500 | 40,986 | (504) | 3,486 |
| Services and Supplies | 206,420 | 240,269 | 203,200 | 245,800 | 5,531 | 42,600 |
| Utilities | 1,048 | 1,396 | 1,400 | 1,700 | 304 | 300 |
| Total Expenditures and Uses | 341,951 | 382,666 | 330,300 | 390,203 | 7,537 | 59,903 |
| Net Sources or Uses | 48,183 | 14,685 | 52,000 | (20,903) | (35,588) | (72,903) |



IVGID Departmental Budget Summary

**Public Works - Solid Waste
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 386,019 | 382,851 | 372,800 | 366,800 | (16,051) | (6,000) |
| Fines and Penalties | 4,115 | 14,500 | 9,500 | 2,500 | (12,000) | (7,000) |
| Total Operating Revenue | 390,134 | 397,351 | 382,300 | 369,300 | (28,051) | (13,000) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 96,516 | 99,511 | 88,200 | 101,717 | 2,206 | 13,517 |
| Employee Fringe | 37,967 | 41,490 | 37,500 | 40,986 | (504) | 3,486 |
| Services and Supplies | 206,420 | 240,269 | 203,200 | 245,800 | 5,531 | 42,600 |
| Utilities | 1,048 | 1,396 | 1,400 | 1,700 | 304 | 300 |
| Total Operating Expenses | 341,951 | 382,666 | 330,300 | 390,203 | 7,537 | 59,903 |
| Operating Income (Loss) | 48,183 | 14,685 | 52,000 | (20,903) | (35,588) | (72,903) |
| Net Income | 48,183 | 14,685 | 52,000 | (20,903) | (35,588) | (72,903) |

IVGID Departmental Budget Summary

**Public Works - Tahoe Water Supplier's Assoc.
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | (7,434) | 59,525 | 84,600 | 60,000 | 475 | (24,600) |
| Total Revenues and Other Sources | (7,434) | 59,525 | 84,600 | 60,000 | 475 | (24,600) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 328 | 30,728 | 30,500 | 33,169 | 2,441 | 2,669 |
| Employee Fringe | 57 | 13,942 | 13,600 | 15,357 | 1,415 | 1,757 |
| Services and Supplies | - | 22,950 | 8,900 | 28,952 | 6,002 | 20,052 |
| Total Expenditures and Uses | 385 | 67,620 | 53,000 | 77,478 | 9,858 | 24,478 |
| Net Sources or Uses | (7,819) | (8,095) | 31,600 | (17,478) | (9,383) | (49,078) |



IVGID Departmental Budget Summary

**Public Works - Tahoe Water Supplier's Assoc.
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | (7,434) | 59,525 | 84,600 | 60,000 | 475 | -24,600 |
| Total Operating Revenue | (7,434) | 59,525 | 84,600 | 60,000 | 475 | -24,600 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 328 | 30,728 | 30,500 | 33,169 | 2,441 | 2,669 |
| Employee Fringe | 57 | 13,942 | 13,600 | 15,357 | 1,415 | 1,757 |
| Services and Supplies | - | 22,950 | 8,900 | 28,952 | 6,002 | 20,052 |
| Total Operating Expenses | 385 | 67,620 | 53,000 | 77,478 | 9,858 | 24,478 |
| Operating Income (Loss) | (7,819) | (8,095) | 31,600 | (17,478) | (9,383) | -49,078 |
| Net Income | (7,819) | (8,095) | 31,600 | (17,478) | (9,383) | (49,078) |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--|-------------|-------------|-------------|-------------|-------------|------------|
| Utilities | | | | | | |
| <i>Water</i> | | | | | | |
| Replace Watermains (2011-12 \$29,000 in Funding) | 88,950 | 944,000 | 475,000 | 400,000 | 540,000 | 2,447,950 |
| Equipment Rehabs (Pumps/Motors/Telemetry) | 100,000 | 30,000 | 30,000 | 30,000 | - | 190,000 |
| Replace Commercial Water Meters, Vaults, Lids | 68,959 | 71,027 | 73,158 | 75,353 | 77,613 | 366,110 |
| Water Disinfection Plant - yr 3 of 4 yr project | 3,605,000 | 1,795,000 | - | - | 250,000 | 5,650,000 |
| Wachs ERV 750 Valve Exercising Machine | 23,000 | - | - | - | - | 23,000 |
| Recoat reservoir exteriors | - | 20,000 | 20,000 | 18,000 | 20,000 | 78,000 |
| Water Pump Station roofs | - | - | 25,000 | 180,000 | - | 205,000 |
| Residential meter and electronics replacement | - | - | - | - | - | - |
| 2001 Pick-up Truck #465 | 20,400 | - | - | - | - | 20,400 |
| <i>Water Gross Sub Total:</i> | 3,906,309 | 2,860,027 | 623,158 | 703,353 | 887,613 | 8,980,460 |
| Water Portion of Shared Capital Projects | 79,925 | 139,958 | 331,490 | 661,150 | 457,313 | 1,669,835 |
| <i>Water Net Sub Total:</i> | 3,986,234 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 10,650,295 |

| | | | | | | |
|--|-----------|-----------|---------|-----------|-----------|------------|
| <i>Water Grant Funding</i> | | | | | | |
| Replace Watermains (2011-12 \$29,000 in Funding) | (29,187) | - | - | - | - | (29,187) |
| <i>Water Grant Funding Total:</i> | (29,187) | - | - | - | - | (29,187) |
| <i>Water Net Total:</i> | 3,957,047 | 2,999,985 | 954,648 | 1,364,503 | 1,344,926 | 10,621,108 |

| | | | | | | |
|---|-----------|-----------|-----------|-----------|-----------|------------|
| <i>Sewer</i> | | | | | | |
| Replace WWTP biosolids bins | 29,000 | - | - | - | - | 29,000 |
| Concrete Pad Replacement | - | - | - | - | - | - |
| Rebuild Blower | - | - | - | - | - | - |
| Aeration basin and wetwell structure evaluation | - | - | - | - | - | - |
| Replace 3 Chemical Tanks | - | - | - | - | - | - |
| Rebuild Pumps and Other Equipment | 25,000 | - | 50,000 | - | 100,000 | 175,000 |
| Upgrade Wetlands Facility | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| Upgrade Sewer Pump Stations | 75,000 | 140,000 | 175,000 | 50,000 | - | 440,000 |
| Building Upgrades Treatment Plant | 16,800 | 32,050 | - | - | - | 48,850 |
| Replace & Reline Sewer Mains & Manholes | - | 401,100 | 348,400 | 413,100 | 349,900 | 1,512,500 |
| Effluent Export Line - Phase I (USACE 75% Funding) | 1,300,000 | - | - | - | - | 1,300,000 |
| Update Camera Equipment | - | - | - | - | - | - |
| Effluent Export Line - Phase II (USACE 55% Funding) | 750,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 8,750,000 |
| SR-28 Crystal Bay Utility Relocations | 530,000 | 100,000 | - | - | - | 630,000 |
| 2001 Sellick Forklift | - | - | - | 57,400 | - | 57,400 |
| 2001 Jet-Away Line Cleaner #508 | - | - | - | - | - | - |
| 2006 Kenworth T800 B Dump truck #587 | - | - | - | - | - | - |
| 2006 Dump Trailer (50,000 lbs.) #588 | - | - | - | - | - | - |
| 2007 Trackless Flail Mower | - | - | - | - | - | - |
| 2008 Chevrolet Camera Truck | - | - | - | - | - | - |
| <i>Sewer Gross Sub Total:</i> | 2,750,800 | 2,698,150 | 2,598,400 | 2,545,500 | 2,474,900 | 13,067,750 |
| Sewer Portion of Shared Capital Projects | 79,925 | 139,958 | 331,490 | 661,150 | 457,313 | 1,669,835 |
| <i>Sewer Net Sub Total:</i> | 2,830,725 | 2,838,108 | 2,929,890 | 3,206,650 | 2,932,213 | 14,737,585 |

| | | | | | | |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| <i>Sewer Grant Funding:</i> | | | | | | |
| Effluent Export Line - Phase I (USACE 75% Funding) | (975,000) | - | - | - | - | (975,000) |
| Effluent Export Line - Phase II (USACE 55% Funding) | (412,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (4,812,500) |
| <i>Sewer Grant Funding Total:</i> | (1,387,500) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,787,500) |
| <i>Sewer Net Total:</i> | 1,443,225 | 1,738,108 | 1,829,890 | 2,106,650 | 1,832,213 | 8,950,085 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| <i>Public Works - Shared</i> | | | | | | |
| Public Works Equipment Storage Building | - | - | 250,000 | 900,000 | - | 1,150,000 |
| Repave Utility Facilities | - | 29,200 | 20,000 | 42,800 | 20,000 | 112,000 |
| Paint Interior Building #A | - | 33,620 | - | - | - | 33,620 |
| Raise Manholes & Valve Boxes | 50,000 | 60,000 | 60,000 | 60,000 | - | 230,000 |
| New Carpet Building #A | - | 40,245 | - | - | - | 40,245 |
| Building B Replacement | - | - | - | - | - | - |
| Large Format Printer Replacement | - | 22,000 | - | - | - | 22,000 |
| Utility Billings Systems | - | - | - | 50,000 | - | 50,000 |
| Fueling Facility Replacement | - | - | - | - | 20,000 | 20,000 |
| 1965 Mobile Arc Welder #183 | - | - | - | - | - | - |
| 1995 1-Ton Flatbed Truck w/ Crane #294 | 47,550 | - | - | - | - | 47,550 |
| 2002 Snowplow #294B | 5,800 | - | - | - | - | 5,800 |
| 1996 Peterbilt Dump Truck | - | - | - | - | - | - |
| Snowplow #300A | - | - | - | - | 17,600 | 17,600 |
| Snowplow #304A | - | - | - | - | 17,600 | 17,600 |
| Snowplow #307A | - | - | - | - | 17,600 | 17,600 |
| 1997 Forklift #315 | - | - | 33,900 | - | - | 33,900 |
| 1998 1-Ton Pick Up #321 | - | 35,500 | - | - | - | 35,500 |
| 1998 1-Ton Service Truck w/ Liftgate #322 | - | - | - | - | - | - |
| 1998 Slurry Liquidator #326 | - | - | - | 35,800 | - | 35,800 |
| 1999 25 Ton Trail King Trailer | - | - | - | - | - | - |
| 2000 1-Ton Service Truck w/ Liftgate #435 | 27,900 | - | - | - | - | 27,900 |
| 2001 Extend-A-Cab Pick-up | 28,600 | - | - | - | - | 28,600 |
| 2001 1/2 Ton Pick-Up #467 | - | 20,650 | - | - | - | 20,650 |
| 2001 Peterbilt Dump Truck | - | - | - | - | 149,000 | 149,000 |
| 2001 1-Ton Service Truck | - | 38,700 | - | - | - | 38,700 |
| 2001 105KW Mobile Generator | - | - | - | - | - | - |
| 2001 Caterpillar 430D Backhoe | - | - | - | 117,800 | - | 117,800 |
| 2002 Caterpillar 950G Loader | - | - | - | - | 251,000 | 251,000 |
| 2002 Caterpillar 950G Loader | - | - | - | - | 251,000 | 251,000 |
| 2004 Freightliner Vactor Truck | - | - | 100,000 | - | - | 100,000 |
| 2004 GMC 1/2-Ton Pick-up | - | - | - | 24,400 | - | 24,400 |
| 2004 GMC 1-Ton Flatbed | - | - | - | 37,300 | - | 37,300 |
| 2004 9' Western Snow Plow | - | - | - | 5,750 | - | 5,750 |
| 2004 3/4-Ton Service Truck w/liftgate & crane | - | - | - | 43,100 | - | 43,100 |
| 2004 Auto Crane | - | - | - | 5,350 | - | 5,350 |
| 2004 Trackless Snowblower | - | - | 149,500 | - | - | 149,500 |
| 2005 Chevy 1/2-Ton Pick-up | - | - | - | - | 22,600 | 22,600 |
| 2005 Chevy 3/4-Ton Service Truck | - | - | - | - | 41,200 | 41,200 |
| 2008 Chevrolet Service Truck | - | - | - | - | - | - |
| 2008 Chevrolet 1/2-Ton Pick-up | - | - | - | - | - | - |
| 2008 Chevrolet Service Truck | - | - | - | - | - | - |
| 2008 Trackless Snowblower | - | - | - | - | - | - |
| 2009 Chevrolet Mid Size Pick-up | - | - | - | - | - | - |
| 2009 Chevrolet 1/2 Ton Pick-up Truck | - | - | - | - | - | - |
| 2009 Chevrolet 1/2 Ton Pick-up Truck | - | - | - | - | - | - |
| 2010 International Vactor Truck | - | - | - | - | 100,000 | 100,000 |
| 2010 Sander/Spreader #642 | - | - | - | - | 7,025 | 7,025 |
| 2011 Chevrolet Service Truck | - | - | - | - | - | - |
| Loader Tire Chains (2-Sets) | - | - | 17,580 | - | - | 17,580 |
| Loader Tires (2-Sets) | - | - | 32,000 | - | - | 32,000 |
| <i>Public Works Shared Total:</i> | 159,850 | 279,915 | 662,980 | 1,322,300 | 914,625 | 3,339,670 |
| UTILITY CAPITAL TOTAL | 6,816,959 | 5,838,092 | 3,884,538 | 4,571,153 | 4,277,138 | 25,387,880 |
| Less Grant/Contribution Funding: | (1,416,687) | (1,100,000) | (1,100,000) | (1,100,000) | (1,100,000) | (5,816,687) |
| UTILITY NET TOTAL | 5,400,272 | 4,738,092 | 2,784,538 | 3,471,153 | 3,177,138 | 19,571,193 |

The shared projects in Public Works are split 50/50 between Water and Sewer

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Description:

The Internal Services Fund is used to account for the services and goods provided to District operating areas. Such costs are billed to the user departments including depreciation on equipment provided on a cost reimbursement basis. The fund includes the use of fleet rental and maintenance, engineering services, and building maintenance.



IVGID Departmental Budget Summary

Internal Services Summary

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 3,659 | 3,000 | 500 | 3,000 | - | 2,500 |
| Interfund Services | 1,599,538 | 1,685,918 | 1,701,370 | 1,764,778 | 78,860 | 63,408 |
| Other Financing Sources | | | | | | |
| Investment Earnings | 72 | 120 | - | - | (120) | - |
| Proceeds from capital assets dispositions | 7,030 | - | 2,565 | - | - | (2,565) |
| Total Revenues and Other Sources | 1,610,299 | 1,689,038 | 1,704,435 | 1,767,778 | 78,740 | 63,343 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 798,051 | 841,401 | 802,500 | 862,278 | 20,877 | 59,778 |
| Employee Fringe | 372,932 | 394,574 | 383,790 | 414,503 | 19,929 | 30,713 |
| Professional Services | 7,952 | 9,000 | 3,700 | 9,000 | - | 5,300 |
| Services and Supplies | 373,317 | 429,165 | 451,400 | 463,100 | 33,935 | 11,700 |
| Insurance | 1,650 | 1,836 | 1,030 | 1,500 | (336) | 470 |
| Utilities | 5,514 | 6,408 | 5,200 | 5,200 | (1,208) | - |
| Cost of Goods and Services Sold | - | - | - | 800 | 800 | 800 |
| Capital Expenditures | - | - | - | 40,100 | 40,100 | 40,100 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | - | - | (40,100) | (40,100) | (40,100) |
| Total Expenditures and Uses | 1,559,416 | 1,682,384 | 1,647,620 | 1,756,381 | 73,997 | 108,761 |
| Net Sources or Uses | 50,883 | 6,654 | 56,815 | 11,397 | 4,743 | (45,418) |



IVGID Departmental Budget Summary

Internal Services Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-----------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 3,659 | 3,000 | 500 | 3,000 | - | 2,500 |
| Interfund Services | 1,599,538 | 1,685,918 | 1,701,370 | 1,764,778 | 78,860 | 63,408 |
| Total Operating Revenue | 1,603,197 | 1,688,918 | 1,701,870 | 1,767,778 | 78,860 | 65,908 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 798,051 | 841,401 | 802,500 | 862,278 | 20,877 | 59,778 |
| Employee Fringe | 372,932 | 394,574 | 383,790 | 414,503 | 19,929 | 30,713 |
| Professional Services | 7,952 | 9,000 | 3,700 | 9,000 | - | 5,300 |
| Services and Supplies | 373,317 | 429,165 | 451,400 | 463,100 | 33,935 | 11,700 |
| Insurance | 1,650 | 1,836 | 1,030 | 1,500 | (336) | 470 |
| Utilities | 5,514 | 6,408 | 5,200 | 5,200 | (1,208) | - |
| Cost of Goods and Services Sold | - | - | - | 800 | 800 | 800 |
| Depreciation | 8,712 | 9,048 | 8,500 | 12,200 | 3,152 | 3,700 |
| Total Operating Expenses | 1,568,128 | 1,691,432 | 1,656,120 | 1,768,581 | 77,149 | 112,461 |
| Operating Income (Loss) | 35,069 | (2,514) | 45,750 | (803) | 1,711 | (46,553) |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 72 | 120 | - | - | (120) | - |
| Gain (loss) on disposal of assets | 7,030 | - | 2,565 | - | - | (2,565) |
| Total nonoperating revenue | 7,102 | 120 | 2,565 | - | (120) | (2,565) |
| Net Income | 42,171 | (2,394) | 48,315 | (803) | 1,591 | (49,118) |

Mission

The Fleet Division is committed to providing safe, mechanically sound vehicles and equipment, maximizing equipment utility, minimizing down time, and providing cost effective services to Fleet's internal customers.

Our Customers and Service Levels

The Fleet Department services all IVGID departments and venues. The Fleet Department does not serve any external customers.

The Fleet Department is responsible for procuring the District's vehicles and equipment utilized for all IVGID operating departments; setting up, installing auxiliary equipment and making necessary modifications for the equipment's specific job requirements. The Fleet Department maintains and repairs all vehicles and equipment throughout the equipment's service life, and replaces/disposes of used and excess equipment at the end of its life cycle. The District's welding repairs, metal machining requirements and prototype metal fabrication projects also fall within the Fleet Department duties.

The Fleet Department is also responsible for administration of and conducting operator training in federally mandated forklift operation. The department also trains employees for commercial driver's license, ski resort passenger tram operation and heavy and miscellaneous equipment operator training.

The Fleet Department provides cost reports to internal customers for monitoring vehicle and equipment expenses and meets with operating departments regularly to review priorities and challenges. The department continues to operate the three main year-round repair facilities at Public Works (Sweetwater), Diamond Peak, Championship Golf and one seasonal facility at Mountain Golf. The service and repair of Parks Department equipment, by the Sweetwater shop, will also continue from last year.

Major Initiatives and District Goals and Objectives

The major initiatives support the District's Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. Their major initiatives are listed below and each ties to one of the five long range goals or is a direct 2011-2012 objective. The Introduction Section on page 22 outlines the specific Long Range Goals and the District annual objectives. The following items are the annual initiatives for the Fleet Department:

- A. Provide timely and cost effective repairs and service to District vehicles and equipment.
- B. Manage capital replacement program for District fleet.
- C. Provide excellent customer service and response to customer needs beyond me-

chanical duties.

Performance Measures: The following overall activities and measurements have been identified to assist management in evaluating performance to expected results:

- A. Provide timely and cost effective repairs and service to District vehicles and equipment – Supports Long Term District Goal 2 - Finance and Long Term District Goal 4 - Service: We will meet this initiative by maintaining proper mechanic staffing levels at each repair facility according to customer expectations and seasonal needs; provide mechanic training to keep up with ever changing technology, tools and diagnostic equipment; and work with departments to provide operator training to reduce accidents and unexpected repairs.
- B. Manage capital replacement program for District fleet – Support District Long Term Goal 5 – Facilities: We will meet this initiative by utilization of the Computerized Fleet Analysis (CFA) management software program for pinpoint identification of vehicle and equipment replacement schedules; work with District managers to identify under-utilized equipment and appropriate make/model of equipment needed; and take the leading role in identifying and exercising the most cost effective and revenue producing methods for the disposal of excess and replaced vehicles and equipment.
- C. Provide excellent customer service and response to customer needs beyond mechanical duties –Supports Long Term District Goal 4 - Service: We will meet this initiative by providing welding and fabrication services for special needs and projects; provide customers with Fleet Department Staff as equipment operators in time of need and/or emergencies and generate cost reports and specialty vehicle and equipment informational reports for customers to make educated decisions regarding their equipment operation.

The following program measures will be used to evaluate the results of our initiatives and overall performance:

| Fleet | 2009/2010 | 2010/2011 | 2010/2011 | 2011/2012 |
|---------------------------------|-----------|-----------|------------------|-----------|
| | Actual | Budget | Estimated Actual | Budget |
| Repair activities: | 7696 | 6700 | 6800 | 6700 |
| Preventive maintenance: | 2386 | 1800 | 2000 | 2200 |
| General repairs: | 3854 | 3520 | 3600 | 3700 |
| Emergency repairs: | 0 | 0 | 0 | 0 |
| Projects/Fabrication: | 282 | 200 | 200 | 200 |
| Other: | 1486 | 1180 | 1000 | 1180 |
| In-shop repairs: | 7126 | 6200 | 6200 | 6200 |
| Field repairs: | 541 | 500 | 400 | 500 |
| Outside vendor repairs: | 29 | 22 | 24 | 22 |
| Road calls: | 0 | 8 | 6 | 6 |
| Capital improvement activities: | 54 | 70 | 12 | 70 |
| Operator training hours: | 101 | 150 | 120 | 150 |
| Mechanic training hours: | 154 | 100 | 24 | 60 |
| Indirect shop time, hours: | 3375 | | 2600 | |
| Vehicle accidents: | 113 | 0 | 80 | 75 |
| Total pieces of equipment | 610 | 603 | 609 | 609 |

Our Team: Outline Workforce to meet initiatives

The following table shows the full-time equivalents (FTE) and cost of labor to execute the Fleet’s major initiatives.

| Full-Time Equivalents | | | Cost of Labor, Taxes and Benefits | |
|-----------------------|------|-------|-----------------------------------|---------|
| Total FTE | FTYR | | Total | FTYR |
| 6.0 | 6.0 | Fleet | 561,609 | 561,609 |

Legend: FTYR = full time, year round

At the start of FY 2009-2010, the Fleet Department was reduced one full time mechanic. Staffing levels were adjusted at some district venues but no measurable service levels were lost, nor was there any increase in vehicle or equipment down time. The Fleet Department staffing is normally weekdays 7:00 a.m. to 5:30 p.m. However, they are available as needed during the operations season. Major preventative maintenance work is normally done during the off season of a venue so as not to interfere with normal season operations.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 7.0 | 7.0 | 7.0 | 6.0 | 6.0 |

Infrastructure and Capital to Support Service Levels

The Fleet Department also manages the capital equipment and vehicle purchases for all departments and venues. This includes determining replacement schedules, bidding, and procuring equipment and vehicles. Equipment purchases for Fiscal Year 2011-2012 are approximately \$472,365.

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IVGID Departmental Budget Summary

**Internal Services - Fleet
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Interfund Services | 728,566 | 739,748 | 777,000 | 781,478 | 41,730 | 4,478 |
| Other Financing Sources | | | | | | |
| Investment Earnings | 72 | 120 | - | - | (120) | - |
| Proceeds from capital assets dispositions | 7,030 | - | 2,565 | - | - | (2,565) |
| Total Revenues and Other Sources | 735,668 | 739,868 | 779,565 | 781,478 | 41,610 | 1,913 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 356,962 | 365,445 | 349,000 | 375,070 | 9,625 | 26,070 |
| Employee Fringe | 166,460 | 175,321 | 166,000 | 186,539 | 11,218 | 20,539 |
| Services and Supplies | 161,385 | 200,226 | 229,500 | 210,800 | 10,574 | (18,700) |
| Insurance | 1,232 | 1,368 | 650 | 700 | (668) | 50 |
| Utilities | 1,400 | 1,402 | 1,200 | 1,300 | (102) | 100 |
| Cost of Goods and Services Sold | - | - | - | 800 | 800 | 800 |
| Total Expenditures and Uses | 687,439 | 743,762 | 746,350 | 775,209 | 31,447 | 28,859 |
| Net Sources or Uses | 48,229 | (3,894) | 33,215 | 6,269 | 10,163 | (26,946) |



IVGID Departmental Budget Summary

**Internal Services - Fleet
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-----------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Interfund Services | 728,566 | 739,748 | 777,000 | 781,478 | 41,730 | 4,478 |
| Total Operating Revenue | 728,566 | 739,748 | 777,000 | 781,478 | 41,730 | 4,478 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 356,962 | 365,445 | 349,000 | 375,070 | 9,625 | 26,070 |
| Employee Fringe | 166,460 | 175,321 | 166,000 | 186,539 | 11,218 | 20,539 |
| Services and Supplies | 161,385 | 200,226 | 229,500 | 210,800 | 10,574 | (18,700) |
| Insurance | 1,232 | 1,368 | 650 | 700 | (668) | 50 |
| Utilities | 1,400 | 1,402 | 1,200 | 1,300 | (102) | 100 |
| Cost of Goods and Services Sold | - | - | - | 800 | 800 | 800 |
| Depreciation | 5,978 | 6,324 | 6,000 | 6,400 | 76 | 400 |
| Total Operating Expenses | 693,417 | 750,086 | 752,350 | 781,609 | 31,523 | 29,259 |
| Operating Income (Loss) | 35,149 | (10,338) | 24,650 | (131) | 10,207 | (24,781) |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 72 | 120 | - | - | (120) | - |
| Gain (loss) on disposal of assets | 7,030 | - | 2,565 | - | - | (2,565) |
| Total nonoperating revenue | 7,102 | 120 | 2,565 | - | (120) | (2,565) |
| Net Income | 42,251 | (10,218) | 27,215 | (131) | 10,087 | (27,346) |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| <i>Project Title</i> | <i>2011 - 2012</i> | <i>2012 - 2013</i> | <i>2013 - 2014</i> | <i>2014 - 2015</i> | <i>2015 - 2016</i> | <i>Total</i> |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Internal Service</i> | | | | | | |
| <i>Fleet</i> | | | | | | |
| New and Replacement Tools and Equipment | - | 14,000 | - | - | - | 14,000 |
| Fleet Software upgrade - manages rolling stock/equip | - | - | - | - | - | - |
| Replace 2007 Vehicle/Equipment Trailer | - | - | - | - | - | - |
| <i>Fleet Total:</i> | - | 14,000 | - | - | - | 14,000 |

Mission

The IVGID Engineering Division's mission is to provide quality support services to the residents and visitors of Incline Village and Crystal Bay. We do this by creating a work environment that encourages us to: Optimize resources, work as a team, protect our environment, be responsible to our community, develop employees, and improve continuously.

Our Customers and Service Levels

The Engineering Department is an internal service that charges District operating areas for services and labor for the management, design, scheduling, bidding, contract administration and construction oversight of District Projects. As an internal service, the Engineering Department is meant to be a breakeven operation. The Engineering Department assists the District and all its operations with the planning, scheduling, replacement and execution of its capital assets and replacement. The inspectors in Compliance provide plan checking, testing and inspection services to the parcel owners of Incline Village and Crystal Bay.

The Engineering Department is responsible for the design, scheduling, bidding, contract administration, and construction oversight of District Projects. The Engineering Department provides engineering services for new and current construction including the improvements to the Effluent Export Spooner Pumping Station, Preston Field Renovation, replacement of watermains on Village Boulevard, improvements to the Burnt Cedar Water Disinfection Plant, Third and Incline Creeks restoration, and paving of community service and utility facilities. Service will also be provided for planning and design of Phase II of the Effluent Export Pipeline replacement project

Engineering also manages our water rights, land coverage bank, easements, plan archive, restoration projects and other asset management functions. Water rights are owned by the District and are the permitted amount of water that can be drawn from Lake Tahoe to serve our customers. There is an amount of water rights that are available for purchase to be used by development in the community. The use of the right is sold, not the actual water right, which is owned by the District. Engineering also manages a Land Coverage bank with the Nevada Division of State Lands that makes land coverage available to developers in our community at rates established by appraisal.

Compliance personnel duties include review of all residential and commercial plan check applications, performing all field inspections for all commercial and residential water and sewer connections, managing the cross-connection control program, managing the grease control program, preparing easements and variances, enforcing Ordinance Number 1 (Solid Waste), and performing customer service related to these duties.

Major Initiatives and District Goals and Objectives

The major initiatives support the District's Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The major initiatives are listed below and each ties to one of the five long range goals or is a direct 2011-

2012 objective. The Introduction Section on page 22 outlines the specific Long Range Goals and the District annual objectives. The following items are the annual initiatives for Engineering:

- A. Successful completion of the final portions of the 5-year Effluent Export Project. Supports Long Term District Goal 4 - Service and Long Term District Goal 5 – Facilities.
- B. Identification and procurement of Federal stimulus funding and/or grants to support completion of District Capital Improvement Projects. Supports Long Term District Goal 4 - Service and Long Term District Goal 5 – Facilities.
- C. Support of ADA compliance at District wide facilities. Supports Long Term District Goal 3 - Workforce, Long Term District Goal 4 - Service, and Long Term District Goal 5 – Facilities.
- D. Complete the multi-year Burnt Cedar Water Disinfection Plant Improvements Project for compliance with the EPA. Long Term 2 Enhanced Surface Water Treatment Rule compliance. Supports Long Term District Goal 4 - Service and Long Term District Goal 5 – Facilities.

Performance Measures: The following overall measurements have been identified to assist Management in evaluating performance to expected results:

| Engineering | 2009/2010 | 2010/2011 | 2010/2011 | 2011/2012 |
|--|-------------|--------------|------------------|--------------|
| | Actual | Budget | Estimated Actual | Budget |
| Interco Billings/Revenue | \$336,647 | \$377,250 | \$377,250 | \$392,800 |
| Construction Volume with Engineering Involvement | \$7,258,002 | \$13,143,495 | \$10,661,125 | \$10,926,770 |
| Compliance Backflow Tests | 1,682 | 1,765 | 1,727 | 1,702 |
| Plan Checks | 134 | 100 | 149 | 100 |
| Field Inspections | 255 | 300 | 290 | 300 |

Our Team: Outline Workforce to meet initiatives

There are no staffing changes proposed. Staffing now includes an Associate Engineer, an Engineering Manager, Administrative Assistant, Compliance Supervisor, three Compliance Inspectors, and a seasonal engineering intern. The labor for the Compliance Supervisor and Compliance Inspectors is allocated to utilities.

| Full-Time Equivalents | | | Engineering | Cost of Labor, Taxes and Benefits | | |
|-----------------------|------|---------|-------------|-----------------------------------|--------|----|
| Total FTE | FTYR | PT/SEAS | | Total | FTYR | PT |
| 3.1 | 2.8 | 0.3 | | 355,189 | 12,551 | |

Legend: FTYR = full time, year round; PT/SEAS = part time/seasonal

The following table compares year-on-year budgeted full-time equivalents for Engineering operations. Prior year changes, in full-time equivalents, are due to the allocation of Engineering Staff time to Utility Fund administration.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 3.0 | 3.0 | 3.0 | 3.0 | 3.1 |

Infrastructure and Capital to Support Service Levels

The Engineering Department has no capital improvements attributable to its department; however they continue to have oversight of the District projects as described above. Each year, the District revises its 5-year Capital Improvement Plan to adjust workload and priorities. Engineering performs projects at different levels of involvement. The watermain, paving, and adjust valves and manholes projects are completed entirely by Staff. The Effluent Export Project has been designed by consultants and construction management has been shifted from consultants to staff. The Third and Incline Creeks Restoration Project has been designed and will be overseen, during construction, by consultants with support from Staff. Building projects are designed by architects and, in the case of the Preston Field Renovation, are overseen by both Staff and consultants depending on the portion and complexity of work.

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IVGID Departmental Budget Summary

**Internal Services - Engineering
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 3,659 | 3,000 | 500 | 3,000 | - | 2,500 |
| Interfund Services | 332,988 | 374,250 | 353,370 | 389,800 | 15,550 | 36,430 |
| Total Revenues and Other Sources | 336,647 | 377,250 | 353,870 | 392,800 | 15,550 | 38,930 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 216,026 | 232,463 | 223,500 | 243,924 | 11,461 | 20,424 |
| Employee Fringe | 96,776 | 99,991 | 102,490 | 111,265 | 11,274 | 8,775 |
| Professional Services | 7,952 | 9,000 | 3,700 | 9,000 | - | 5,300 |
| Services and Supplies | 18,364 | 27,191 | 22,900 | 31,400 | 4,209 | 8,500 |
| Insurance | 83 | 96 | 380 | 400 | 304 | 20 |
| Utilities | 457 | 852 | 900 | 1,000 | 148 | 100 |
| Total Expenditures and Uses | 339,658 | 369,593 | 353,870 | 396,989 | 27,396 | 43,119 |
| Net Sources or Uses | (3,011) | 7,657 | - | (4,189) | (11,846) | (4,189) |



IVGID Departmental Budget Summary

**Internal Services - Engineering
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 3,659 | 3,000 | 500 | 3,000 | - | 2,500 |
| Interfund Services | 332,988 | 374,250 | 353,370 | 389,800 | 15,550 | 36,430 |
| Total Operating Revenue | 336,647 | 377,250 | 353,870 | 392,800 | 15,550 | 38,930 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 216,026 | 232,463 | 223,500 | 243,924 | 11,461 | 20,424 |
| Employee Fringe | 96,776 | 99,991 | 102,490 | 111,265 | 11,274 | 8,775 |
| Professional Services | 7,952 | 9,000 | 3,700 | 9,000 | - | 5,300 |
| Services and Supplies | 18,364 | 27,191 | 22,900 | 31,400 | 4,209 | 8,500 |
| Insurance | 83 | 96 | 380 | 400 | 304 | 20 |
| Utilities | 457 | 852 | 900 | 1,000 | 148 | 100 |
| Total Operating Expenses | 339,658 | 369,593 | 353,870 | 396,989 | 27,396 | 43,119 |
| Operating Income (Loss) | (3,011) | 7,657 | - | (4,189) | (11,846) | (4,189) |
| Net Income | (3,011) | 7,657 | - | (4,189) | (11,846) | (4,189) |

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Mission

The mission of the Buildings Department is to effectively deliver quality services and to enhance the living and working environment of the community and IVGID employees. It is the policy of this department to maintain all of its physical facilities in a condition that is both safe and ready to function as designed.

Our Customers and Service Levels

The Buildings Department is an internal service that charges District operating areas for services, labor, parts, operating supplies, fuel, and any contracted services for the maintenance and repair of District facilities. As an internal service, the Buildings Department is meant to be a breakeven operation. The Buildings Department customers include all IVGID departments and venues. The Buildings Department does not directly serve any external customers.

The Buildings Department is responsible for maintaining the District's facilities as designed and, by working with each operating department, to ensure the facilities meet health and safety concerns and operational preventative maintenance priorities. The Buildings Department also assists in planning and executing the Capital Improvement Projects and other departmental projects. Projects are prioritized based on the following criteria: 1) health and safety, 2) preventive maintenance, 3) capital improvement projects, and 4) special departmental projects. The Buildings Department provides cost reports to internal customers for monitoring expenses and meets monthly with operating divisions to review priorities and challenges.

On a bi-annual basis, the Buildings Department also performs a Facility Assessment Inspection to determine the condition of the District infrastructure. The results of this evaluation help establish future capital projects. The Buildings department also oversees the District's janitorial contracts as well as all locks and alarms for District venues. The Sign Shop manages, maintains and constructs all the many signs for the varied District needs as part of the Buildings Department.

Major Initiatives and District Goals and Objectives

The major initiatives support the District's Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. Their major initiatives are listed below and each ties to one of the five long range goals or is a direct 2011-2012 objective. The Introduction Section on page 22 outlines the specific Long Range Goals and the District annual objectives. The following items are the annual initiatives for the Buildings Department:

- A. Facilities – When applicable, continue with bringing District facilities into compliance with identified Americans with Disability Act (ADA) non-compliant items at facilities throughout the District. Supports Long Term District Goal 5 – Facilities.
- B. Continue with the District's Preventative Maintenance Program by further identifying systems and equipment that need to be sustained. Supports Long Term District Goal

2 - Service and Long Term District Goal 5 – Facilities.

- C. Continue to work with the Engineering Department and venue managers in completion of several facilities related capital improvement projects. Supports Long Term District Goal 5 – Facilities.

Performance Measures

The following overall measurements have been identified to assist management in evaluating performance to expected results:

| Buildings | 2009/2010 | 2010/2011 | 2010/2011 | 2011/2012 |
|-------------------------|-----------|-----------|------------------|-----------|
| | Actual | Budget | Estimated Actual | Budget |
| Hours Billed | 6,837 | 6,800 | 6,880 | 7,147 |
| Actual Employee hours | 9,078 | 9,030 | 9,060 | 9,280 |
| Budgeted Employee hours | 9,280 | 9,280 | 9,280 | 9,280 |
| Percent Billed | 75% | 75% | 76% | 77% |

Our Team: Outline Workforce to meet initiatives

The Buildings Department currently operates with a staff of four individuals and out of the Internal Services Fund. Projects of a large scope that require additional personnel, specialty skills or significant time are generally contracted to outside service providers.

The following tables show the full-time equivalents (FTE) and cost of labor to execute the Buildings Department major initiatives:

| Full-Time Equivalents | | | | Cost of Labor, Taxes and Benefits | | |
|-----------------------|------|---------|--------------------------------------|-----------------------------------|---------------------|----|
| Total FTE | FTYR | PT/SEAS | | Total | FTYR | PT |
| 4.0 | 4.0 | - | Buildings | 342,402 | - | |
| 0.5 | - | 0.5 | Sign Shop | 17,581 | 17,581 | |
| 4.5 | 4.0 | 0.5 | Total Full-Time Equivalents and Cost | \$359,983 | \$342,402 \$ 17,581 | |

Legend: FTYR = full time, year round; PT/Seasonal = part time/seasonal

The following table compares year-on-year budgeted FTE for the Buildings Department operation:

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 4.5 | 4.5 | 4.5 | 4.5 | 4.5 |

Infrastructure and Capital to Support Service Levels

The Buildings Department has \$40,100 in planned capital expenditures for 2011-2012 but the 5 year Capital Improvement Plan has various replacement schedules for vehicles used by the Building Department. Beginning on page 144 is the detailed list of the 5 year Buildings capital plan. Please note that the Board of Trustees only approved year one (2011-2012) of the 5 year Capital Improvement Plan.

The Buildings Department also assists in planning and executing capital purchases and other departmental projects. As mentioned earlier, the Buildings Department performs, on a yearly basis, a Facilities Assessment Inspection. This is a vital step to determine the necessary improvements and repairs to keep the infrastructure of the District in its current serviceable condition. While some of the identified items assessed in previous years have been removed, due to budgetary restrictions, the Finance, Accounting and Information Technology Department continues to look at financing options for these critical improvements so the venues can continue to provide the service expected of our residents and guests.

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IVGID Departmental Budget Summary

Internal Services - Buildings

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Interfund Services | 537,984 | 571,920 | 571,000 | 593,500 | 21,580 | 22,500 |
| Total Revenues and Other Sources | 537,984 | 571,920 | 571,000 | 593,500 | 21,580 | 22,500 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 225,063 | 243,493 | 230,000 | 243,284 | (209) | 13,284 |
| Employee Fringe | 109,696 | 119,262 | 115,300 | 116,699 | (2,563) | 1,399 |
| Services and Supplies | 193,568 | 201,748 | 199,000 | 220,900 | 19,152 | 21,900 |
| Insurance | 335 | 372 | - | 400 | 28 | 400 |
| Utilities | 3,657 | 4,154 | 3,100 | 2,900 | (1,254) | (200) |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | - | - | 40,100 | 40,100 | 40,100 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | - | - | (40,100) | (40,100) | (40,100) |
| Total Expenditures and Uses | 532,319 | 569,029 | 547,400 | 584,183 | 15,154 | 36,783 |
| Net Sources or Uses | 5,665 | 2,891 | 23,600 | 9,317 | 6,426 | (14,283) |



IVGID Departmental Budget Summary

Internal Services - Buildings

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Interfund Services | 537,984 | 571,920 | 571,000 | 593,500 | 21,580 | 22,500 |
| Total Operating Revenue | 537,984 | 571,920 | 571,000 | 593,500 | 21,580 | 22,500 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 225,063 | 243,493 | 230,000 | 243,284 | (209) | 13,284 |
| Employee Fringe | 109,696 | 119,262 | 115,300 | 116,699 | (2,563) | 1,399 |
| Services and Supplies | 193,568 | 201,748 | 199,000 | 220,900 | 19,152 | 21,900 |
| Insurance | 335 | 372 | - | 400 | 28 | 400 |
| Utilities | 3,657 | 4,154 | 3,100 | 2,900 | (1,254) | (200) |
| Depreciation | 2,734 | 2,724 | 2,500 | 5,800 | 3,076 | 3,300 |
| Total Operating Expenses | 535,053 | 571,753 | 549,900 | 589,983 | 18,230 | 40,083 |
| Operating Income (Loss) | 2,931 | 167 | 21,100 | 3,517 | 3,350 | (17,583) |
| Net Income | 2,931 | 167 | 21,100 | 3,517 | 3,350 | (17,583) |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| <i>Project Title</i> | <i>2011 - 2012</i> | <i>2012 - 2013</i> | <i>2013 - 2014</i> | <i>2014 - 2015</i> | <i>2015 - 2016</i> | <i>Total</i> |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Internal Service</i> | | | | | | |
| <i>Buildings</i> | | | | | | |
| Install/Upgrade Emergency eyewash/shower | 40,100 | - | - | - | - | 40,100 |
| Upgrade Sign Shop Equipment | - | - | - | - | - | - |
| Replace 1993 Service Truck 4X4 (1-ton) #281 | - | - | - | - | - | - |
| Replace 1995 Service Truck 4X4 (1-ton) #293 | - | 37,500 | - | - | - | 37,500 |
| Replace 2003 Pick-up Truck 4X4 (1-ton) #519 | - | 37,975 | - | - | - | 37,975 |
| 2003 Genie Scissor Lift | - | - | 10,600 | - | - | 10,600 |
| 2004 Equipment Trailer (Tilt) | - | - | - | - | - | - |
| <i>Buildings Total:</i> | 40,100 | 75,475 | 10,600 | - | - | 126,175 |

Mission

With passion for quality of life and our environment, we will maintain the reputation of our community as an excellent place to live, work, recreate, visit, and invest.

**Please note that each recreation department has its own mission statement.*

Our Customers and Service Levels

The Community Services Fund provides recreational activities to the citizens and guests of Incline Village and Crystal Bay. The following departments operate under the Community Services Fund - Championship Golf Course, Mountain Golf Course, Facilities (Chateau, Aspen Grove, and Catering), Diamond Peak Ski Resort, and Parks and Recreation. See the individual section for each department for an in-depth discussion of services.

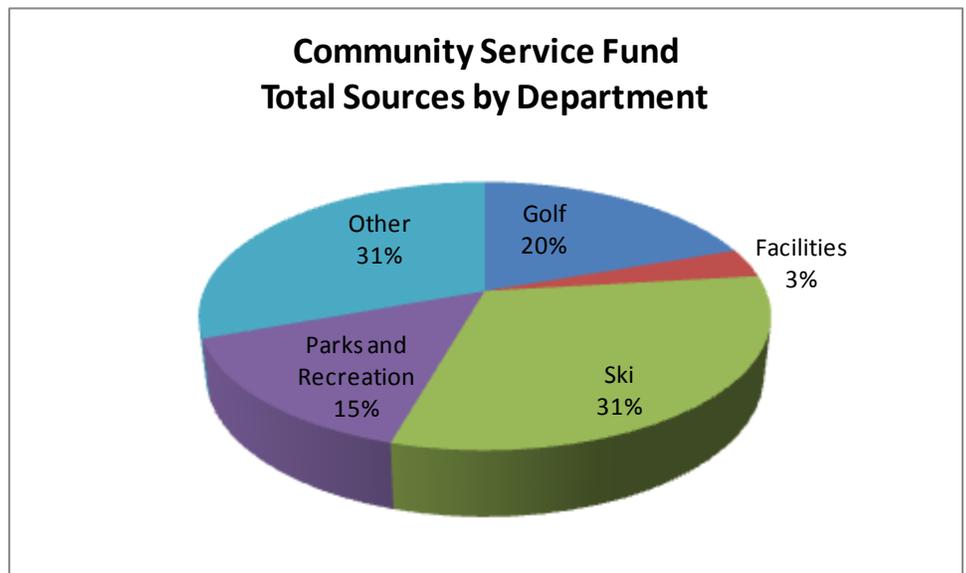
Major Initiatives and District Goals and Objectives

The District's Long Term Goals focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The individual recreational department have listed their major initiatives that tie to one of the five long range goals. The Introduction Section on page 22 outlines the specific Long Term District Goals.

Program Measures: The program measures for the Community Services Fund are discussed in each individual department's budget write up.

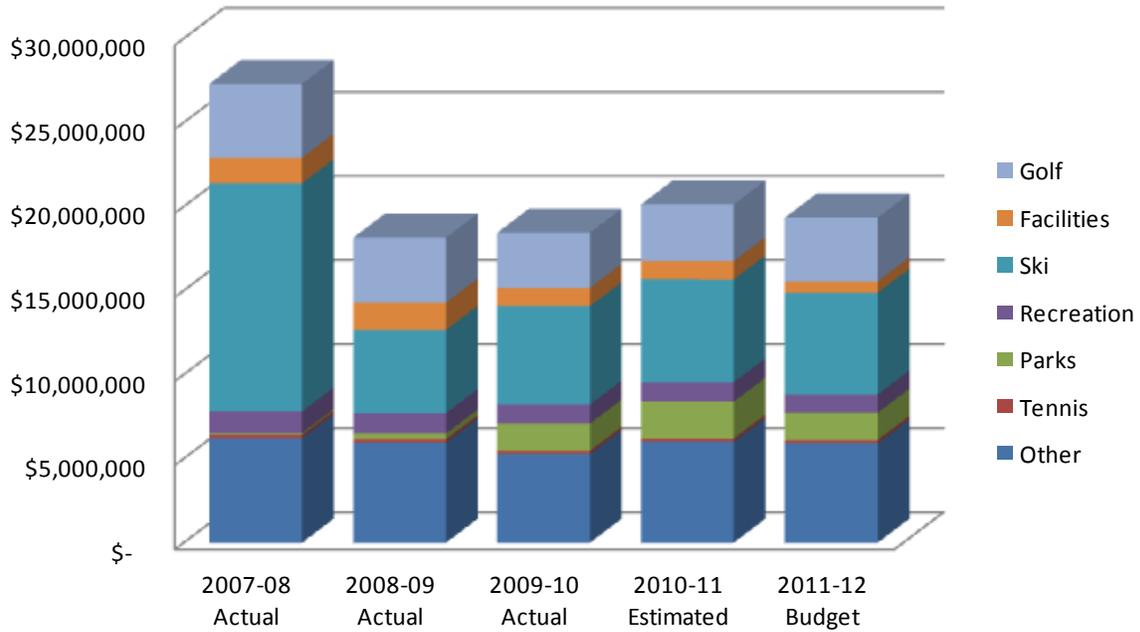
Total Sources and Uses and Net Income: Total Sources and Uses and Net Income schedules are prepared for each Community Services department / division when appropriate. There are numerous divisions where the Total Sources and Uses Schedule and the Net Income Schedule produce the same result. In those instances only the Total Sources and Used schedule is presented.

The chart on the right shows how the Community Services Fund total sources break down by department for 2011-2012:

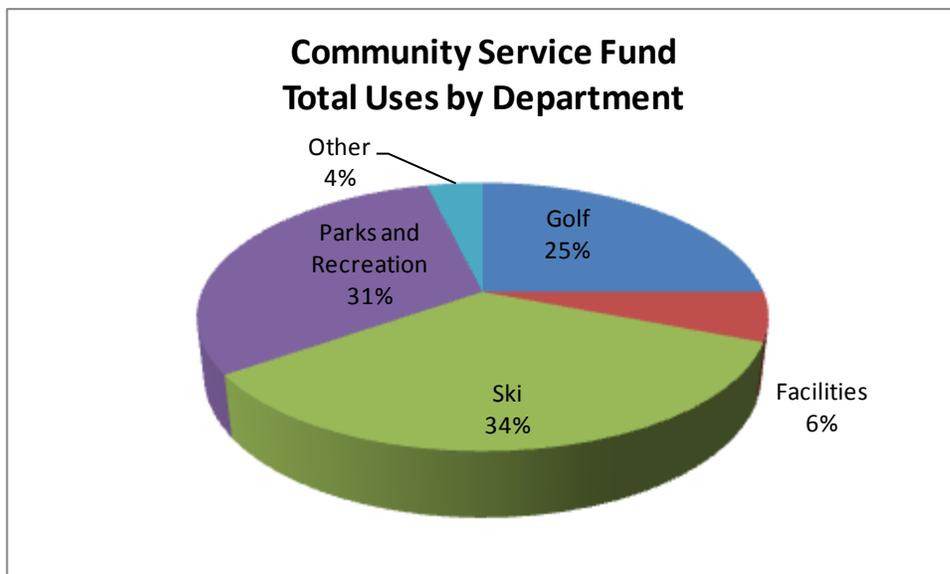


The following bar chart shows a five year comparison of the Community Services Fund Revenues and Sources by department:

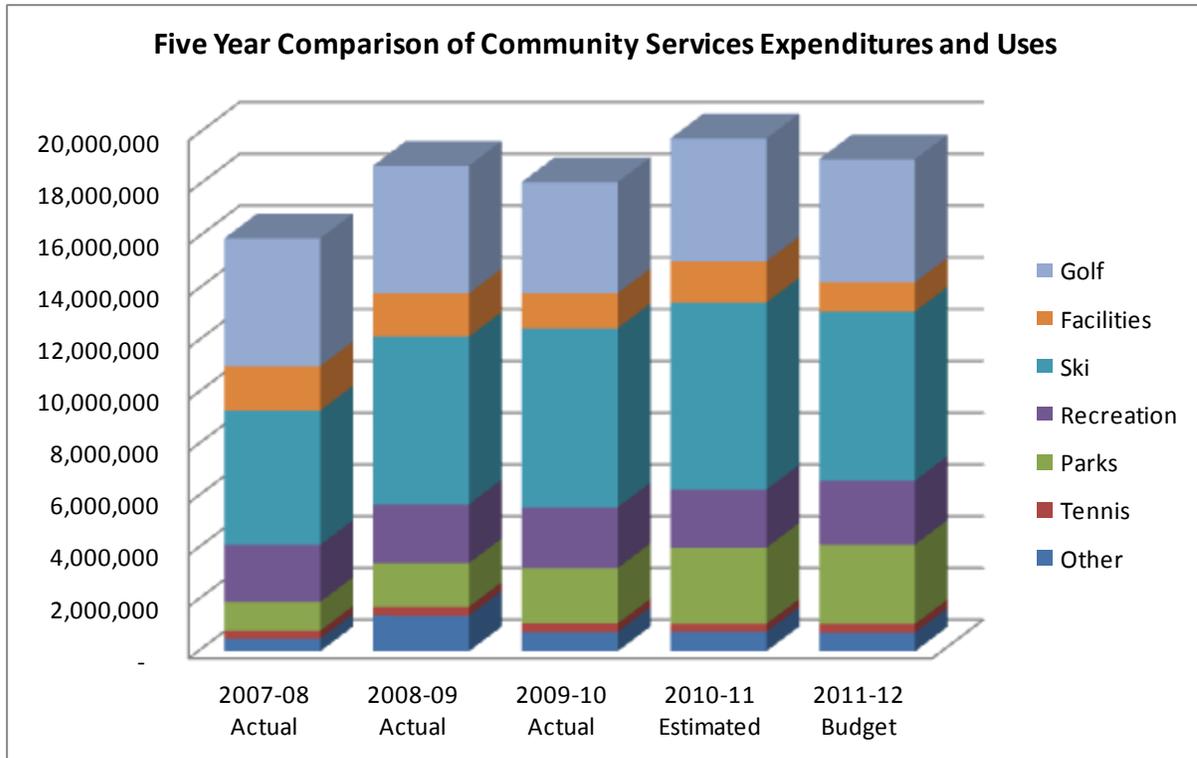
Five Year Comparison of Community Services Revenues and Sources



The following pie chart shows the percentage of Total Uses by Community Services Department:



The following bar chart shows a five year comparison of Community Services Fund Expenditures and Uses by Department:



Operating Income (Loss): The Community Services Fund is budgeted for an operating income of \$2,323,101. The 2011-2012 budget schedule below shows what each department's 2011-2012 operating income (loss) is budgeted for.

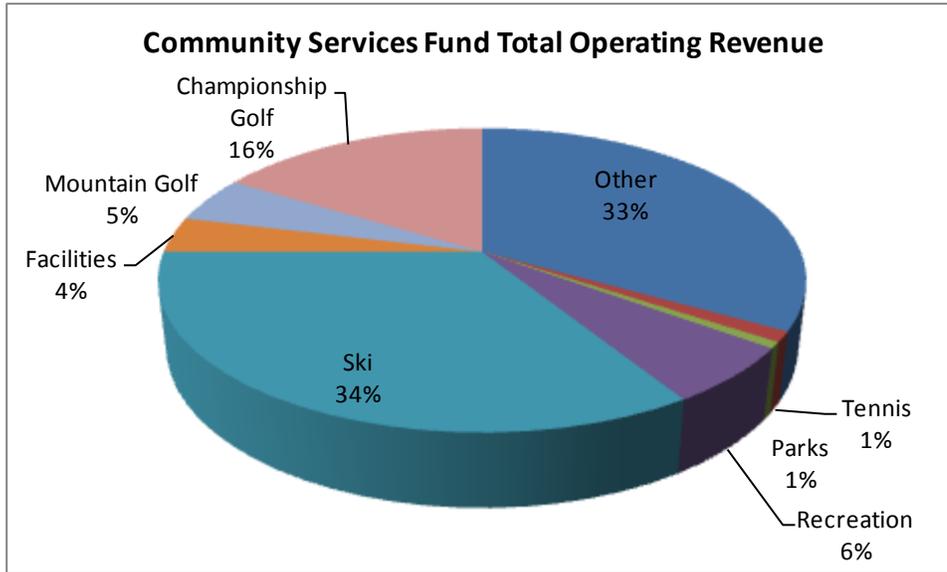
Operating Income (Loss) 2011-2012 Budget

**Community Services Fund Summary
Operating and Net Income (Loss)**

| | Championship Golf | Mountain Golf | Facilities | Ski | Recreation | Parks | Tennis | Other Rec | Total Community Services |
|--------------------------------------|-------------------|------------------|------------------|------------------|--------------------|------------------|------------------|------------------|--------------------------|
| Operating Revenues | | | | | | | | | |
| Facilities Fees | - | - | - | - | - | - | - | 5,897,320 | 5,897,320 |
| Sales and Fees | 2,898,700 | 866,800 | 351,600 | 6,027,800 | 1,065,100 | - | 196,900 | - | 11,406,900 |
| Rents | - | - | 324,000 | - | 4,800 | 54,700 | - | - | 383,500 |
| Interfund Services | - | - | - | - | - | 63,400 | - | - | 63,400 |
| Intergovernmental - Operating Grants | - | - | - | - | 12,000 | - | - | - | 12,000 |
| Penalties and Interest | - | - | - | - | - | - | - | - | - |
| Total Operating Revenue | 2,898,700 | 866,800 | 675,600 | 6,027,800 | 1,081,900 | 118,100 | 196,900 | 5,897,320 | 17,763,120 |
| Operating Expenses | | | | | | | | | |
| Personnel Cost | | | | | | | | | |
| Salaries and Wages | 1,003,333 | 365,932 | 336,869 | 1,971,632 | 1,043,106 | 262,380 | 127,090 | 165,559 | 5,275,901 |
| Employee Fringe | 302,266 | 98,420 | 139,762 | 662,716 | 359,514 | 66,638 | 33,561 | 87,841 | 1,750,718 |
| Professional Services | 25,500 | 4,900 | 1,600 | 10,500 | 5,800 | - | - | 10,000 | 58,300 |
| Services and Supplies | 822,010 | 297,050 | 275,550 | 1,273,220 | 572,750 | 272,000 | 70,300 | 97,200 | 3,680,080 |
| Insurance | 38,100 | 12,700 | 12,200 | 162,500 | 27,500 | 2,900 | 2,000 | - | 257,900 |
| Utilities | 186,900 | 75,500 | 58,400 | 601,100 | 179,100 | 55,200 | 7,000 | - | 1,163,200 |
| Cost of Goods and Services Sold | 379,400 | 53,800 | 91,400 | 214,570 | 58,450 | - | 25,900 | - | 823,520 |
| Depreciation | 538,700 | 127,000 | 124,200 | 1,124,900 | 225,200 | 216,500 | 73,900 | - | 2,430,400 |
| Total Operating Expenses | 3,296,209 | 1,035,302 | 1,039,981 | 6,021,138 | 2,471,420 | 875,618 | 339,751 | 360,600 | 15,440,019 |
| Operating Income (Loss) | (397,509) | (168,502) | (364,381) | 6,662 | (1,389,520) | (757,518) | (142,851) | 5,536,720 | 2,323,101 |

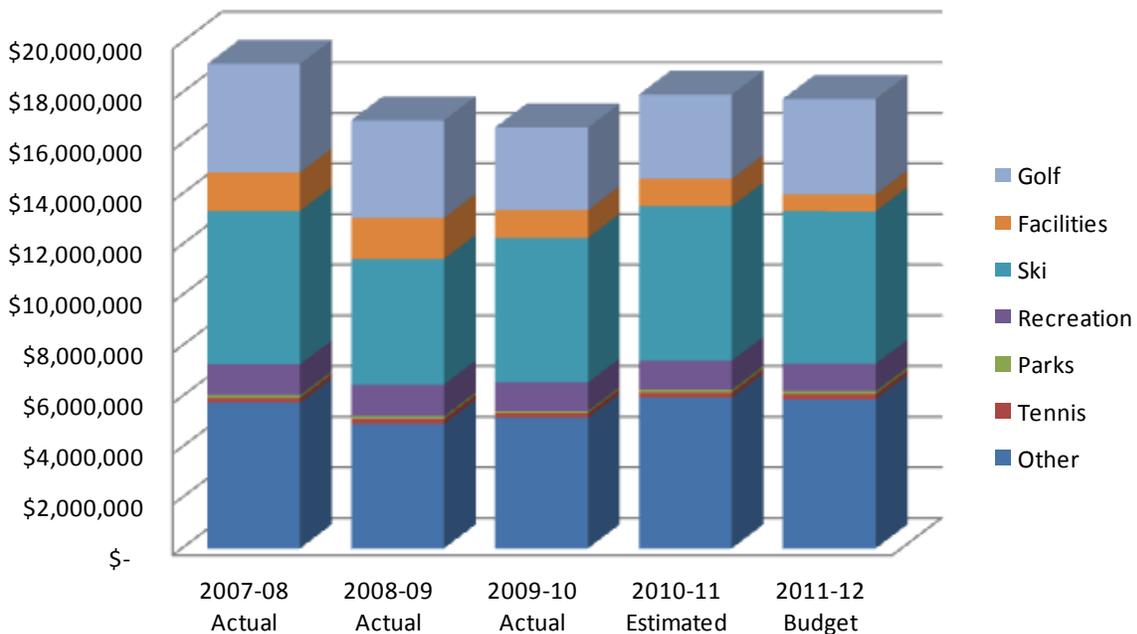
Operating Revenue and Expenses: Community Services operating revenue is budgeted to increase \$ 1.9 million (11%) from fiscal year 2009-2010 estimated actual and increase budget on budget by \$616K (3%). The largest increase is in the Recreation Facility Fee of \$895K to pay for Community Services capital expenditures. Please refer to the individual department program summaries for the analysis of operating revenue.

The following pie chart shows the percentage of total 2011-2012 budget operating revenue for the Community Services by department:



The following bar chart shows a five year comparison of Community Services Fund operating revenue by department;

Five Year Comparison of Community Service Operating Revenue



Excluding depreciation Community Services operating expenses budget on budget decreased \$560K (4.1%). The 2011-2012 budget compared to 2010-2011 estimated actual are up \$143K or 1.1%.

Our Team: Outline Workforce to meet initiatives: The following tables show the full-time equivalents (FTE) and cost of labor to execute the Community Services major initiatives as outlined in the department budget write-ups. Total personal cost is \$7.01 million, the sum of wages and salaries and employee benefits. Budget-on-budget personnel cost are up \$65K (0.9%). Comparing the 2011-2012 budget to estimated actual the personnel cost are up \$247K (3.6%). This increase is due to a combination of vacancies budgeted to be filled, positions eliminated, furloughed positions, fluctuation in seasonal workforce, increased health cost, and increased in unemployment cost.

| Full-Time Equivalents | | | | | Cost of Labor, Taxes and Benefits | | | | | |
|-----------------------|------|------|-----|---------|--------------------------------------|-----------|-----------|--------|---------|-----------|
| Total FTE | FTYR | PTYR | SM | PT/SEAS | | Total | FTYR | PTYR | SM | PT/SEAS |
| 32.2 | 5.1 | - | 2.7 | 24.4 | Championship Golf Course | 1,305,599 | 514,355 | - | 159,132 | 632,112 |
| 10.9 | 2.6 | - | - | 8.3 | Mountain Golf Course | 464,352 | 275,907 | - | - | 188,445 |
| 9.4 | 4.0 | - | - | 5.4 | Facilities | 476,631 | 350,419 | - | - | 126,212 |
| 61.3 | 15.6 | - | 1.0 | 44.7 | Diamond Peak Ski Resort | 2,634,348 | 1,417,685 | - | 69,624 | 1,147,039 |
| 40.3 | 12.0 | 0.8 | 0.8 | 26.8 | Parks and Recreation | 1,892,289 | 968,010 | 28,222 | 65,016 | 831,041 |
| 4.0 | 2.4 | 0.4 | - | 1.1 | Other Recreation | 253,400 | 206,184 | 18,959 | - | 28,257 |
| 158.1 | 41.7 | 1.2 | 4.5 | 110.7 | Total Full-Time Equivalents and Cost | 7,026,619 | 3,732,560 | 47,181 | 293,772 | 2,953,106 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

The table below compares five years of FTE for the Community Services Fund. The FTE has dropped 7.2 from 2009-2010 budget. See individual areas for the personnel write-up and personnel memorandums in the Personnel Section for details of change.

| | Budgeted Full-Time Equivalents | | | | |
|----------------------------------|--------------------------------|---------|---------|---------|---------|
| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| Championship Golf Course | 35.0 | 34.7 | 34.1 | 32.0 | 32.2 |
| Mountain Golf Course | 14.8 | 13.1 | 12.7 | 12.0 | 10.9 |
| Facilities | 13.2 | 13.4 | 13.0 | 10.6 | 9.4 |
| Diamond Peak Ski Resort | 61.2 | 59.5 | 60.3 | 58.6 | 61.3 |
| Parks and Recreation | 38.9 | 40.1 | 41.1 | 41.1 | 40.3 |
| Other Recreation | 4.9 | 3.7 | 3.3 | 3.0 | 4.0 |
| Total Community Service Fund FTE | 168.0 | 164.5 | 164.5 | 157.3 | 158.1 |

Pricing our Services, Revenue Strategies, and Key Rates

There are various user rate increases for residents and nonresidents in the 2010-2011 budget. The Championship Golf Course has expanded their tiered pricing for green fees. The Mountain Golf Course continues with the tiered green fee schedule with increases in all green fees. The Facilities rental fees, Tennis Center user fees, the Recreation Center membership fees remain flat budget-to-budget with no planned increases. Diamond Peak Ski Resort anticipates increases in season passes and increasing the overall yield through planned and thoughtful discounting of the lead ticket price. Increases for Park and Field Rental vary from 3% to 4%. In all cases, program fees have been increased to cover the cost to provide programs and some non-resident prices have been slightly increased. Please see the individual budget write ups for further discussion and key rate schedules by department.

Impact to Recreation Facility Fee

The Recreation Facility Fee is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. The Recreation Facility Fee is stated in terms of its impact per parcel/dwelling unit within the District's boundaries by department. The following table shows how the Recreation Facility Fee is broken down by its three component: 1) operating, 2) capital, and 3) debt service. The operating component is determined by taking the operating expenses, adding back depreciation, and allocating a portion of the Community Services overhead. The \$128 operating portion means that Community Services needs cash on a per parcel/dwelling unit basis for its operations. The \$304 portion represents the 2010-2011 planned Community Services capital expenditures and \$298 is for related debt on Community Services bonds.

| 2011-2012 Recreation Facility Fee Allocation Table | | | | | |
|--|------------|------------|--------------|--|--|
| | (1) | (2) | (3) | (sum 1,2,3) Total Recreation Facility Fee | Amount (Parcel/unit x Total RFF) |
| Recreation Facility Fee | Operating | Capital | Debt Service | | |
| (1) Championship Golf Course | (2) | 18 | 31 | 47 | \$387,656 |
| Mountain Golf Course | 6 | 14 | 0 | 20 | \$164,960 |
| Chateau | 2 | 1 | 24 | 27 | \$222,696 |
| Aspen Grove | 6 | 0 | 0 | 6 | \$49,488 |
| Catering | 25 | 1 | 0 | 26 | \$214,448 |
| (1) Diamond Peak Ski Resort | (112) | 57 | 20 | (35) | (\$288,680) |
| Parks | 90 | 108 | 2 | 200 | \$1,649,600 |
| Tennis | 14 | 3 | 1 | 18 | \$148,464 |
| All Youth | 25 | | | 25 | \$206,200 |
| All Adult Programs | 2 | | | 2 | \$16,496 |
| Senior | 20 | | | 20 | \$164,960 |
| Recreation Center | 83 | 28 | 1 | 112 | \$923,776 |
| Defensible Space | | 12 | | 12 | \$98,976 |
| (2) CIP Fee for Debt Service (Champ, Ski, Tennis) | | | 85 | 85 | \$701,080 |
| (3) CIP Fee for Debt Service for Ski | | | 110 | 110 | \$907,280 |
| Add Community Services Reserves | | | | 40 | \$329,920 |
| Total Final Recreation Facility Fee | 159 | 242 | 274 | 715 | \$5,897,320 |

(1) Bracketed number indicates a reduction in the RFF

(2) Capital Improvement Project (CIP) Fee sunsets in 2013 for Championship Golf Course renovation, Diamond Peak High Speed Quad, and 4 upper Tennis Courts

(3) Capital Improvement Project (CIP) Fee sunsets in 2018 for Diamond Peak Phase 1 & 2 Lodge and Skier Services Building

Below is a 5 year comparison of Recreation Facility Fee Allocation Table by Community Service Department:

| Five Year Comparison Recreation Facility Fee Allocation Table | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|--------------------|
| Recreation Facility Fee | Budget 2007-08 | Budget 2008-09 | Budget 2009-10 | Budget 2010-11 | Budget 20011-12 |
| (1) Championship Golf Course | (\$3) | \$6 | \$38 | \$30 | \$47 |
| Mountain Golf Course | \$38 | \$45 | \$21 | \$22 | \$20 |
| Chateau | \$18 | \$39 | \$32 | \$44 | \$27 |
| Aspen Grove | \$4 | \$4 | \$1 | \$4 | \$6 |
| Catering | \$2 | (\$18) | (\$6) | (\$2) | \$26 |
| (1) Diamond Peak Ski Resort | \$56 | \$41 | \$22 | \$151 | (\$35) |
| Parks | \$189 | \$136 | \$131 | \$120 | \$200 |
| Tennis | \$5 | \$12 | \$19 | \$15 | \$18 |
| All Youth | \$20 | \$19 | \$22 | \$22 | \$25 |
| All Adult Programs | | \$1 | \$4 | \$3 | \$2 |
| Senior | \$2 | \$11 | \$26 | \$23 | \$20 |
| Recreation Center | \$96 | \$104 | \$106 | \$118 | \$112 |
| Defensible Space | \$0 | \$0 | \$12 | \$12 | \$12 |
| (2) CIP Fee for Debt Service (Champ, Ski, Tennis) | \$85 | \$85 | \$85 | \$85 | \$85 |
| (3) CIP Fee for Debt Service for Ski | n/a | \$110 | \$110 | \$110 | \$110 |
| Funded Capital | \$48 | \$10 | n/a | n/a | n/a |
| Less Coverage Sales | \$0 | | \$0 | (\$27) | |
| Add Community Services Reserves | n/a | n/a | n/a | \$0 | \$40 |
| Total Recreation Facility Fee | \$560 | \$605 | \$623 | \$730 | \$715 |

Infrastructure and Capital to Support Service Levels

Community Services planned capital expenditures in 2010-2011 capital budget is \$9 million and after capital grant funding of \$3 million, net capital expenditures are \$6 million. The following table summarizes by department how much is planned by each department. Please see the individual department budget write up for details of capital expenditures. Also, the Capital Budget Overview section beginning on page 53 has detailed lists of the District's capital plan. Please note that the Board of Trustees only approved year one 2010-2011 of the 5 year capital plan.

| | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Community Services | | | | | | |
| Championship Golf | 148,680 | 856,875 | 588,920 | 336,380 | 365,125 | 2,295,980 |
| Mountain Golf | 116,610 | 274,850 | 391,260 | 835,220 | 350,955 | 1,968,895 |
| Facilities | 14,235 | 147,008 | 138,265 | 14,250 | 29,980 | 343,738 |
| Ski | 467,393 | 1,366,522 | 2,032,293 | 560,456 | 969,931 | 5,396,595 |
| Parks | 2,390,275 | 2,185,000 | 978,400 | 482,500 | 117,700 | 6,153,875 |
| Tennis | 21,800 | 17,000 | 47,800 | 42,250 | - | 128,850 |
| Recreation Center | 228,120 | 112,436 | 296,619 | 75,020 | 46,371 | 758,566 |
| Total Community Services | 3,387,113 | 4,959,691 | 4,473,557 | 2,346,076 | 1,880,062 | 17,046,499 |
| Grant Funding | | | | | | |
| Parks | (1,500,000) | (1,000,000) | (750,000) | - | - | (3,250,000) |
| NET CAPITAL TOTAL | 1,887,113 | 3,959,691 | 3,723,557 | 2,346,076 | 1,880,062 | 13,796,499 |

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock/equipment capital purchases by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge to each of the Community Services Departments. For the 2011-2012 fiscal year, the District's Buildings Department internal charge to Community Services is \$394,455 to maintain new and existing infrastructure capital and the District's Fleet Department's internal charge is \$488,827 for new and existing equipment and rolling stock.



Lake Tahoe Sunset

IVGID Departmental Budget Summary

**Community Services Fund Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Facilities Fees | 5,126,716 | 6,021,040 | 5,970,000 | 5,897,320 | (123,720) | (72,680) |
| Intergovernmental - Operating Grants | 87,000 | 12,000 | 84,000 | 12,000 | - | (72,000) |
| Sales and Fees | 10,990,187 | 11,933,489 | 11,413,725 | 11,406,900 | (526,589) | (6,825) |
| Rents | 328,442 | 567,374 | 406,000 | 383,500 | (183,874) | (22,500) |
| Interfund Services | 63,060 | 64,973 | 66,000 | 63,400 | (1,573) | (2,600) |
| Other Financing Sources | | | | | | |
| Investment Earnings | 106,402 | 38,000 | 40,000 | 20,000 | (18,000) | (20,000) |
| Penalties and Interest | 38,168 | - | - | - | - | - |
| Non Operating Leases | 49,280 | 41,232 | 62,400 | 57,000 | 15,768 | (5,400) |
| Capital Grants | 1,469,851 | 3,000,000 | 2,082,687 | 1,500,000 | (1,500,000) | (582,687) |
| Proceeds from capital assets dispositions | 179,117 | - | - | - | - | - |
| Total Revenues and Other Sources | 18,438,223 | 21,678,108 | 20,124,812 | 19,340,120 | (2,337,988) | (784,692) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 4,907,211 | 5,310,074 | 5,151,310 | 5,275,901 | (34,173) | 124,591 |
| Employee Fringe | 1,573,297 | 1,651,411 | 1,627,960 | 1,750,718 | 99,307 | 122,758 |
| Professional Services | 41,824 | 40,960 | 49,320 | 58,300 | 17,340 | 8,980 |
| Services and Supplies | 3,598,135 | 4,081,234 | 3,804,954 | 3,680,080 | (401,154) | (124,874) |
| Insurance | 326,732 | 330,933 | 253,100 | 257,900 | (73,033) | 4,800 |
| Utilities | 949,356 | 1,152,103 | 946,982 | 1,163,200 | 11,097 | 216,218 |
| Cost of Goods and Services Sold | 960,084 | 1,002,629 | 1,033,000 | 823,520 | (179,109) | (209,480) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 3,144,892 | 9,033,401 | 7,321,822 | 3,387,113 | (5,646,288) | (3,934,709) |
| Capital Carry Forward | - | - | - | 157,081 | 157,081 | 157,081 |
| Debt Service | | | | | | |
| Principal | 1,804,638 | 1,892,961 | 1,892,961 | 1,766,073 | (126,888) | (126,888) |
| Interest | 604,295 | 559,700 | 559,700 | 500,268 | (59,432) | (59,432) |
| Fiscal Agent Fees | 776 | 1,255 | 1,255 | 1,492 | 237 | 237 |
| Interfund Transfers and Adjustments | | | | | | |
| Transfers In/Out | 570,529 | 638,181 | 571,015 | 357,382 | (280,799) | (213,633) |
| Funded Capital | - | (3,400,000) | (3,400,000) | (168,828) | 3,231,172 | 3,231,172 |
| Property Owner's Discounts | (354,101) | (387,007) | - | - | 387,007 | - |
| Total Expenditures and Uses | 18,127,668 | 21,907,835 | 19,813,379 | 19,010,200 | (2,897,635) | (803,179) |
| Net Sources or Uses | 310,555 | (229,727) | 311,433 | 329,920 | 559,647 | 18,487 |

IVGID Departmental Budget Summary

Community Services Fund Summary
 Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Facilities Fees | 5,126,716 | 6,021,040 | 5,970,000 | 5,897,320 | (123,720) | (72,680) |
| Sales and Fees | 10,990,187 | 11,933,489 | 11,413,725 | 11,406,900 | (526,589) | (6,825) |
| Rents | 328,442 | 567,374 | 406,000 | 383,500 | (183,874) | (22,500) |
| Interfund Services | 63,060 | 64,973 | 66,000 | 63,400 | (1,573) | (2,600) |
| Intergovernmental - Operating Grants | 87,000 | 12,000 | 84,000 | 12,000 | - | (72,000) |
| Penalties and Interest | 38,168 | - | - | - | - | - |
| Total Operating Revenue | 16,633,573 | 18,598,876 | 17,939,725 | 17,763,120 | (835,756) | (176,605) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 4,907,211 | 5,310,074 | 5,151,310 | 5,275,901 | (34,173) | 124,591 |
| Employee Fringe | 1,573,297 | 1,651,411 | 1,627,960 | 1,750,718 | 99,307 | 122,758 |
| Professional Services | 41,824 | 40,960 | 49,320 | 58,300 | 17,340 | 8,980 |
| Services and Supplies | 3,598,135 | 4,081,234 | 3,804,954 | 3,680,080 | (401,154) | (124,874) |
| Insurance | 326,732 | 330,933 | 253,100 | 257,900 | (73,033) | 4,800 |
| Utilities | 949,356 | 1,152,103 | 946,982 | 1,163,200 | 11,097 | 216,218 |
| Cost of Goods and Services Sold | 960,084 | 1,002,629 | 1,033,000 | 823,520 | (179,109) | (209,480) |
| Depreciation | 2,310,841 | 2,513,974 | 2,368,637 | 2,430,400 | (83,574) | 61,763 |
| Total Operating Expenses | 14,667,480 | 16,083,318 | 15,235,263 | 15,440,019 | (643,299) | 204,756 |
| Operating Income (Loss) | 1,966,093 | 2,515,558 | 2,704,462 | 2,323,101 | (192,457) | (381,361) |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 106,402 | 38,000 | 40,000 | 20,000 | (18,000) | (20,000) |
| Non Operating Leases | 49,280 | 41,232 | 62,400 | 57,000 | 15,768 | (5,400) |
| Gain (loss) on disposal of assets | 179,116 | - | - | - | - | - |
| Total nonoperating revenue | 334,798 | 79,232 | 102,400 | 77,000 | (2,232) | (25,400) |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 604,295 | 559,700 | 559,700 | 500,268 | (59,432) | (59,432) |
| Amortization issuance cost | (51,697) | (54,870) | (54,870) | (69,344) | (14,474) | (14,474) |
| Fiscal Agent Fee | 776 | 1,255 | 1,255 | 1,492 | 237 | 237 |
| Total Non Operating Expenses | 553,374 | 506,085 | 506,085 | 432,416 | (73,669) | (73,669) |
| Interfund Transfer | | | | | | |
| Transfers In/Out | (570,529) | (638,181) | (571,015) | (357,382) | 280,799 | 213,633 |
| Net Operating Transfers | (570,529) | (638,181) | (571,015) | (357,382) | 280,799 | 213,633 |
| Net Income | 1,176,988 | 1,450,524 | 1,729,762 | 1,610,303 | 159,779 | (119,459) |

IVGID Departmental Budget Summary

Community Services Fund
Sources and Uses by Area

| | Combined | Championship | Mountain | Chateau and Mkt | Aspen Grove | Catering | Ski | Recreation | Parks | Tennis | Other |
|--|-------------------|------------------|------------------|--------------------|-----------------|------------------|------------------|--------------------|--------------------|------------------|------------------|
| Revenues | | | | | | | | | | | |
| Facilities Fees | 5,897,320 | - | - | - | - | - | - | - | - | - | 5,897,320 |
| Intergovernmental - Operating Grants | 12,000 | - | - | - | - | - | - | 12,000 | - | - | - |
| Sales and Fees | 11,406,900 | 2,898,700 | 866,800 | - | - | 351,600 | 6,027,800 | 1,065,100 | - | 196,900 | - |
| Rents | 383,500 | - | - | 312,000 | 12,000 | - | - | 4,800 | 54,700 | - | - |
| Interfund Services | 63,400 | - | - | - | - | - | - | - | 63,400 | - | - |
| Other Financing Sources | | | | | | | | | | | |
| Investment Earnings | 20,000 | - | - | - | - | - | - | - | - | - | 20,000 |
| Penalties and Interest | - | - | - | - | - | - | - | - | - | - | - |
| Non Operating Leases | 57,000 | - | 30,600 | - | - | - | 26,400 | - | - | - | - |
| Capital Grants | 1,500,000 | - | - | - | - | - | - | - | 1,500,000 | - | - |
| Proceeds from capital assets dispositions | - | - | - | - | - | - | - | - | - | - | - |
| Debt Proceeds | - | - | - | - | - | - | - | - | - | - | - |
| Total Revenues and Other Sources | 19,340,120 | 2,898,700 | 897,400 | 312,000 | 12,000 | 351,600 | 6,054,200 | 1,081,900 | 1,618,100 | 196,900 | 5,917,320 |
| Expenditures and Uses | | | | | | | | | | | |
| Personnel Cost | | | | | | | | | | | |
| Salaries and Wages | 5,275,901 | 1,003,333 | 365,932 | 74,518 | - | 262,351 | 1,971,632 | 1,043,106 | 262,380 | 127,090 | 165,559 |
| Employee Fringe | 1,750,718 | 302,266 | 98,420 | 36,781 | - | 102,981 | 662,716 | 359,514 | 66,638 | 33,561 | 87,841 |
| Professional Services | 58,300 | 25,500 | 4,900 | 1,100 | - | 500 | 10,500 | 5,800 | - | - | 10,000 |
| Services and Supplies | 3,680,080 | 822,010 | 297,050 | 162,900 | 56,800 | 55,850 | 1,273,220 | 572,750 | 272,000 | 70,300 | 97,200 |
| Insurance | 257,900 | 38,100 | 12,700 | 11,600 | 600 | - | 162,500 | 27,500 | 2,900 | 2,000 | - |
| Utilities | 1,163,200 | 186,900 | 75,500 | 40,100 | 3,800 | 14,500 | 601,100 | 179,100 | 55,200 | 7,000 | - |
| Cost of Goods and Services Sold | 823,520 | 379,400 | 53,800 | - | - | 91,400 | 214,570 | 58,450 | - | 25,900 | - |
| Capital Expenditures | | | | | | | | | | | |
| Capital Improvements | 3,387,113 | 148,680 | 116,610 | 5,235 | - | 9,000 | 467,393 | 228,120 | 2,390,275 | 21,800 | - |
| Capital Carry Forward | 157,081 | 23,900 | - | 43,289 | - | - | - | 71,620 | 18,272 | - | - |
| Capital Outlay | - | - | - | - | - | - | - | - | - | - | - |
| Debt Service | | | | | | | | | | | |
| Principal | 1,766,073 | 696,195 | - | 120,856 | - | - | 877,596 | 9,216 | 12,427 | 49,783 | - |
| Interest | 500,268 | 124,901 | - | 76,293 | - | - | 288,436 | 2,529 | 3,400 | 4,709 | - |
| Fiscal Agent Fees | 1,492 | 528 | - | 167 | - | - | 712 | 21 | 28 | 36 | - |
| Interfund Transfers and Adjustments | | | | | | | | | | | |
| Transfers In/Out | 357,382 | - | - | - | - | - | - | - | - | - | 357,382 |
| Funded Capital | (168,828) | (23,900) | - | (43,289) | - | - | - | (83,367) | (18,272) | - | - |
| Total Expenditures and Uses | 19,010,200 | 3,727,813 | 1,024,912 | 529,550 | 61,200 | 536,582 | 6,530,375 | 2,474,359 | 3,065,248 | 342,179 | 717,982 |
| Net Sources or Uses | 329,920 | (829,113) | (127,512) | (217,550) | (49,200) | (184,982) | (476,175) | (1,392,459) | (1,447,148) | (145,279) | 5,199,338 |

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Mission and Vision

The Golf Courses at Incline Village, Your Premier Lake Tahoe Golf and Entertainment Experience.

We Challenge ourselves to reach our vision by putting People and Environment “FIRST”

Friendly—Integrity—Recognition—Superior Service—Teamwork

Our Customers and Service Levels

The Championship Golf Course priority is to serve the resident golfer, resident’s guest and non-resident golfer. This is a departure from previous years where there has been a reliance on the non-resident green fee to keep the resident rate as low as possible.

The Championship Golf Course provides entertainment in the form of golf, lessons, learning programs, merchandise, and food and beverage. It is a Robert Trent Jones, Sr. design and is a challenging golf course.

The Championship Golf Course is ranked in the top 10 places to play in Nevada for the last 3 years.

Major Initiatives and District Goals and Objectives

The Championship Golf Course major initiatives support the District’s Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The Championship Golf Course major initiatives are listed below and each ties to one of the five long range goals. The Introduction Section on page 22 outlines the specific Long Range Goals and the District annual objectives

The following items are the initiatives for Championship Golf Course:

- A. Sell 21,476 budgeted paid rounds
- B. Sell enough of tourist golf rounds to keep cost down to the Recreation Picture Pass Holders
- C. Execute yield management strategy and working with District lodging partners
- D. Increase season pass holder rounds

Benchmarks to Measure and Program Measures

- A. Achieve a budget of 21,476 paid rounds. Supports Long Term District Goal 2 - Finance: Measurement will be the achievement of paid rounds of 21,476. This will be accomplished through yield management and “Feet on the Street” approach by working with our lodging partnerships paid rounds are expected to increase.
- B. Sell enough tourist golf rounds to keep cost down to the Recreation Picture Pass

Holders. Supports Long Term District Goal 2 – Finance and Long Term District Goal 4-Service: Measurement will be making the operating income budget. Through yield management and “Feet on the Street” approach by working with our lodging partnerships paid tourist golf rounds are expected to increase which is necessary to keeping the price down to the Recreation Picture Pass Holders.

- C. Yield management strategy. Supports Long Term District Goal 2- Finance: The yield management strategy will require the use of internet technology, leveraging our lodging partnerships, and tiered pricing to achieve this initiative. Measurement will be achieving the operating income budget.
- D. Increase season pass holder rounds. Supports Long Term District Goal 4-Service: The pricing strategy is centered around shifting one and two time golfers to three times or more. Measurement is season pass holder rounds of 11,180 or more.

The following program measures will be used to evaluate the results of our initiatives and overall season performance:

| Championship Golf Course | 2009-2010 | 2010-2011 | 2010-2011 | 2011-2012 |
|--|-----------|-----------|------------------|-----------|
| | Actual | Budget | Estimated Actual | Budget |
| Opening Date: | 05/20/10 | 05/12/11 | 05/25/11 | 05/18/12 |
| Closing Date: | 10/10/10 | 10/09/11 | 10/09/11 | 10/14/112 |
| Total Rounds | 21,841 | 26,016 | 20,000 | 21,476 |
| Revenue per Round | \$113.82 | \$118.72 | \$128.77 | \$134.97 |
| Operating Cost per Round | \$140.67 | \$130.90 | \$160.49 | \$153.48 |
| Maintenance Expense as % to Green Fees | 47% | 40% | 49% | 40% |
| Food & Beverage Revenue per Round | \$11.76 | \$11.01 | \$13.85 | \$11.90 |
| Merchandise Revenue per Round | \$20.80 | \$20.60 | \$23.20 | \$21.61 |

Our Team: Outline Workforce to meet initiatives

The Championship Golf Course is headed up by the Head Golf Professional who is responsible for the overall Championship Golf Course operations. The key team members consist of seasonal managers including the Merchandise Manager, 1st Assistant Golf Professional, Tournament Director and Outside Services Supervisor. The Golf Course Superintendent, whose primary responsibility is turf maintenance of the both courses, oversees the Mountain Golf Course Superintendent, Assistant Superintendent and seasonal crew foreman. All other staff members are seasonal employees. The following tables summarize our workforce to meet the Championship Golf Course initiatives:

| Full-Time Equivalents | | | | | Cost of Labor, Taxes and Benefits | | | |
|-----------------------|------|-----|---------|--------------------------------------|-----------------------------------|------------|------------|------------|
| Total FTE | FTYR | SM | PT/SEAS | | Total | FTYR | SM | PT/SEAS |
| 19.4 | 1.8 | 2.7 | 14.9 | Operations/Maintenance | 760,897 | 227,168 | 159,132 | 374,597 |
| 3.1 | 0.6 | - | 2.5 | Driving Range/Golf Carts | 120,913 | 27,957 | - | 92,956 |
| 1.6 | 0.7 | - | 1.0 | Pro Shop | 98,009 | 74,148 | - | 23,861 |
| 5.2 | 0.2 | - | 5.0 | Food and Beverage | 126,111 | 19,548 | - | 106,563 |
| 2.9 | 1.9 | - | 1.0 | Administration & Marketing | 199,669 | 165,534 | - | 34,135 |
| 32.2 | 5.1 | 2.7 | 24.4 | Total Full-Time Equivalents and Cost | \$1,305,599 | \$ 514,355 | \$ 159,132 | \$ 632,112 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

This budget year 2011-2012 significant changes were made to the overall Championship Golf Course workforce. In our on-going efforts to control costs at the Championship Golf Course and with the resignation of the Director of Golf (allocated .6 FTE to Championship), the decision has been made not to fill the position. Additionally, the Assistant Grounds Superintendent position was eliminated also. Then a 10 month Seasonal Manager from the Mountain Course to assist with the workload at the Championship Golf Course was reassigned and a decision was also made not to backfill the Mountain Golf Course position.

The following table shows five years of budgeted full time equivalents (FTEs). The .2 increase in FTE is a culmination of the changes discussed above and other smaller changes to FTE allocations.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 35.0 | 34.7 | 34.1 | 32.0 | 32.2 |

Pricing our Services, Revenue Strategies, and Key Rates

Our goal in developing pricing and programs for the 2011-2012 Championship Golf Course season is to increase paid golf rounds played and to keep the cost of golf low for the Recreation Pass Holder. The proposed operating budget for the Championship Golf Course with the aforementioned recommended pricing will accomplish these goals.

The pricing model on which the budget is built is a tiered pricing with rates that vary depending on the time of day and the season with a focus on maximizing revenues during the highest demand times and driving rounds during times of lower demand.

The Championship key rates schedules can be found on page 161.

Revenue sources are charges for services which include green fees, merchandise sales, and food and beverage sales - making up approximately 89% of the revenue stream of the Championship Golf Course.

Green fees are approximately 64% of golf's revenue. They are the flat rate paid by our customers to use the golf courses. There is a substantial fee differential between resident and non-resident golfers.

Merchandise sales are approximately 16% of the Championship Golf Course revenue. Sales are mainly golf clubs and clothing. Non-residents generate 35% of the golf shop revenue.

Food and Beverage revenue is approximately 9% of the total Championship Golf Course revenue and consists of the Grille, a casual lunch and appetizer dining establishment, located within the Chateau and designed specifically for use by the Championship Golf Course golfer but also open to the general public, Championship Golf Course Snack bar for at the turn service, and two mobile bar carts.

Impact to Recreation Facility Fee

The Recreation Facility Fee is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. The Recreation Facility Fee is stated in terms of its impact per parcel/chargeable

unit within the District's boundaries. The impact of Championship Golf Course operations and major initiatives to the Recreation Fee is as stated below:

| | Operating | Capital | Debt Service | Total Recreation Facility Fee | (Parcel/unit x Total RFF) |
|--------------------------|-----------|---------|--------------|-------------------------------|---------------------------|
| Per Parcel/Dwelling Unit | (\$2) | \$18 | \$31 | \$47 | \$387,656 |

The total Recreation Facility Fee of \$47 represents the Championship Golf Course portion of the Recreation Facility Fee needed to support Championship golf activities. The Recreation Fee is made up of operating, capital expenditures, and debt service related to Championship Golf Course on a per parcel/chargeable unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, and allocating a portion of the Community Services overhead and General Fund administrative overhead. The bracketed \$2 operating component means that the Championship Golf Course is budgeted to make cash on a per parcel/dwelling unit basis from its operations. The \$18 capital component represents the 2011-2012 planned Championship Golf Course capital expenditures and the \$31 represents the debt service related component for the Championship Golf Course.

The following table shows the last four years, including 2011-2012, of the Recreation Facility Fee allocated to the Championship Golf Course.

| | Budget 2007-2008 | Budget 2008-2009 | Budget 2009-2010 | Budget 2010-2011 | Budget 2011-2012 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Championship Golf Course | (\$3) | \$6 | \$38 | \$30 | \$47 |

Infrastructure and Capital to Support Service Levels

The Championship Golf Course is budgeted to spend \$148,680 in capital expenditures. Following the Championship budget schedules is a detailed list of the five-year Championship Golf Course capital plan. Please note that the Board of Trustees only approved year one, 2011-2012, of the five-year capital plan.

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to the departments. For the 2011-2012 fiscal year, the District Buildings Department internal charge to the Championship Course Golf is \$39,043 to maintain new and existing infrastructure and the District Fleet Department's internal charge is \$172,681 to maintain and repair new and existing equipment and rolling stock.

KEY RATES

| | 2010/11 Budget | | 2011/12 Budget | |
|--|----------------------|-------------|----------------------|----------------------|
| | SEASON | | SEASON | |
| | <u>2010</u> | <u>2011</u> | <u>2011</u> | <u>2012</u> |
| | (Seasons begins May) | | (Seasons begins May) | |
| GOLF RESORT Low season Opening until June 16 and September 20 until closing High Season-June 17 until September 19 | | | | (Not Adopted) |
| Championship Course | | | | |
| Non-Resident 18 Hole Low Season before 3 | \$169 | / | \$169 | \$169 / TBD |
| Non-Resident 18 Hole Low Season after 3 | \$129 | / | \$95 | \$95 / TBD |
| Non-Resident 18 Hole-High Season before 3 | \$179 | / | \$179 | \$179 / TBD |
| Non-Resident 18 Hole High Season after 3 | \$179 | / | \$95 | \$95 / TBD |
| Non-Resident 18 Hole High Season 2-4 | \$129 | / | DNE | DNE / TBD |
| Non-Resident Twilight 4:30 | \$99 | / | \$2 / hole | \$2 / hole / TBD |
| Resident 18 hole rate Low Season before 3 | \$55 | / | \$65 | \$65 / TBD |
| Resident 18 hole rate Low Season after 3 | \$50 | / | \$43 | \$43 / TBD |
| Resident 18 hole rate High Season before 3 | \$65 | / | \$75 | \$75 / TBD |
| Resident 18 hole rate High Season after 3 | \$55 | / | \$43 | \$43 / TBD |
| Resident 18 hole rate High Season 2-4 | \$50 | / | DNE (c) | DNE (c) / TBD |
| Resident 20 play pass (a) | \$1,020 | / | \$1070 (a) | \$1070 (a) / TBD |
| Resident 15 play pass (b) | \$612 | / | \$850 (b) | \$850 (b) / TBD |
| Resident 10 play pass (b) | \$662 | / | \$630 | \$630 / TBD |
| Resident 5 play pass | \$980 | / | \$305 | \$305 / TBD |
| Resident 3 play pass | \$636 | / | \$195 | \$195 / TBD |
| Resident All You Can Play | \$199 | / | \$1,750 | \$1,750 / TBD |
| Resident All You Can Play after 2 (Season w/cart) | \$795 | / | DNE (c) | DNE (c) / TBD |
| Resident All You Can Play after 2 (30 day wo/cart) | \$100 | / | DNE (c) | DNE (c) / TBD |
| Resident All You Can Play after 2 (Season wo/cart) | \$495 | / | DNE (c) | DNE (c) / TBD |
| Resident Twilight | \$35 | / | \$43 | \$43 / TBD |
| Guest of Resident 18 hole Low Season before 3 | \$105 | / | \$105 | \$105 / TBD |
| Guest of Resident 18 hole Low Season after 3 | \$105 | / | \$75 | \$75 / TBD |
| Guest of Resident 18 hole High Season before 3 | \$115 | / | \$115 | \$115 / TBD |
| Guest of Resident 18 hole High Season after 3 | \$115 | / | \$75 | \$75 / TBD |
| Guest of Resident 18 hole Low season w/ 5-20 play pass | \$105 | / | \$100 | \$100 / TBD |
| Guest of Resident 18 hole High season w/ 5-20 play pass | \$75 | / | \$110 | \$110 / TBD |
| Guest of Resident 18 hole w/ 5-20 play pass after 3 | DNE (c) | / | \$70 | \$70 / TBD |
| Guest of Resident 18 hole Low season w/ AUC play pass before 3 | DNE (c) | / | \$85 | \$85 / TBD |
| Guest of Resident 18 hole High season w/ AUC play pass | DNE (c) | / | \$95 | \$95 / TBD |
| Guest of Resident 18 hole w/ AUC play pass after 3 | DNE (c) | / | \$55 | \$55 / TBD |
| Resident Supertwilight after 4:30 | \$50 | / | \$1 / hole | \$1 / hole / TBD |
| Charitable Donated Events | | | | TBD |
| Fee-Operations Rate; each event-Champ | \$1,000 | / | \$1,000 | \$1,000 / \$1,150 |
| Driving Range | | | | |
| Resident Punch Pass - Large | \$391 | / | \$390 | \$390 / TBD |
| Non Resident Punch Pass - Large | | / | DNE (c) | DNE (c) / TBD |
| Resident Punch Pass - Small | \$207 | / | \$205 | \$205 / TBD |
| Non-Resident Punch Pass - Small | DNE (c) | / | \$250.00 | \$250.00 / TBD |
| Resident Bucket Small/Large | \$5.75/\$8.75 | / | \$6.00/\$9.00 | \$6.00/\$9.00 / TBD |
| Non Resident Bucket | \$8.75/\$10.75 | / | \$9.00/\$11.00 | \$9.00/\$11.00 / TBD |

(a) includes two free rounds or 1 free guest round

(b) includes free resident round

(c) Does not exist

Note to Rate Schedule:

Since the season crosses the fiscal year two rates have been provided for the beginning of each season.



IVGID Departmental Budget Summary

**Championship Golf Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 2,486,044 | 3,138,545 | 2,575,495 | 2,898,700 | (239,845) | 323,205 |
| Total Revenues and Other Sources | 2,486,044 | 3,138,545 | 2,575,495 | 2,898,700 | (239,845) | 323,205 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 939,370 | 1,070,782 | 997,870 | 1,003,333 | (67,449) | 5,463 |
| Employee Fringe | 260,776 | 284,055 | 260,550 | 302,266 | 18,211 | 41,716 |
| Professional Services | 10,704 | 11,530 | 15,800 | 25,500 | 13,970 | 9,700 |
| Services and Supplies | 692,047 | 773,337 | 814,600 | 822,010 | 48,673 | 7,410 |
| Insurance | 43,796 | 45,738 | 38,000 | 38,100 | (7,638) | 100 |
| Utilities | 178,833 | 194,940 | 181,697 | 186,900 | (8,040) | 5,203 |
| Cost of Goods and Services Sold | 389,168 | 418,617 | 395,200 | 379,400 | (39,217) | (15,800) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 42,236 | 151,925 | 120,919 | 148,680 | (3,245) | 27,761 |
| Capital Carryforward | - | - | - | 23,900 | 23,900 | 23,900 |
| Debt Service | | | | | | |
| Principal | 664,284 | 703,639 | 703,639 | 696,195 | (7,444) | (7,444) |
| Interest | 161,529 | 147,677 | 147,677 | 124,901 | (22,776) | (22,776) |
| Fiscal Agent Fees | 304 | 467 | 467 | 528 | 61 | 61 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | - | - | (23,900) | (23,900) | (23,900) |
| Total Expenditures and Uses | 3,383,047 | 3,802,707 | 3,676,419 | 3,727,813 | (74,894) | 51,394 |
| Net Sources or Uses | (897,003) | (664,162) | (1,100,924) | (829,113) | (164,951) | 271,811 |



IVGID Departmental Budget Summary

**Championship Golf Summary
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 2,486,044 | 3,138,545 | 2,575,495 | 2,898,700 | (239,845) | 323,205 |
| Total Operating Revenue | 2,486,044 | 3,138,545 | 2,575,495 | 2,898,700 | (239,845) | 323,205 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 939,370 | 1,070,782 | 997,870 | 1,003,333 | (67,449) | 5,463 |
| Employee Fringe | 260,776 | 284,055 | 260,550 | 302,266 | 18,211 | 41,716 |
| Professional Services | 10,704 | 11,530 | 15,800 | 25,500 | 13,970 | 9,700 |
| Services and Supplies | 692,047 | 773,337 | 814,600 | 822,010 | 48,673 | 7,410 |
| Insurance | 43,796 | 45,738 | 38,000 | 38,100 | (7,638) | 100 |
| Utilities | 178,833 | 194,940 | 181,697 | 186,900 | (8,040) | 5,203 |
| Cost of Goods and Services Sold | 389,168 | 418,617 | 395,200 | 379,400 | (39,217) | (15,800) |
| Depreciation | 557,691 | 523,375 | 506,097 | 538,700 | 15,325 | 32,603 |
| Total Operating Expenses | 3,072,385 | 3,322,374 | 3,209,814 | 3,296,209 | (26,165) | 86,395 |
| Operating Income (Loss) | (586,341) | (183,829) | (634,319) | (397,509) | (213,680) | 236,810 |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 161,529 | 147,677 | 147,677 | 124,901 | (22,776) | (22,776) |
| Amortization issuance cost | 4,450 | 4,452 | 4,452 | 4,452 | - | - |
| Fiscal Agent Fee | 304 | 467 | 467 | 528 | 61 | 61 |
| Total Non Operating Expenses | 166,283 | 152,596 | 152,596 | 129,881 | (22,715) | (22,715) |
| Net Income | (752,624) | (336,425) | (786,915) | (527,390) | (190,965) | 259,525 |

IVGID Departmental Budget Summary

**Championship Golf - Operations
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 1,770,126 | 2,293,525 | 1,836,700 | 2,179,200 | (114,325) | 342,500 |
| Total Revenues and Other Sources | 1,770,126 | 2,293,525 | 1,836,700 | 2,179,200 | (114,325) | 342,500 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 624,762 | 681,430 | 634,700 | 687,274 | 5,844 | 52,574 |
| Employee Fringe | 164,957 | 164,400 | 147,100 | 194,536 | 30,136 | 47,436 |
| Professional Services | - | - | 4,300 | 13,700 | 13,700 | 9,400 |
| Services and Supplies | 479,131 | 500,711 | 576,300 | 556,400 | 55,689 | (19,900) |
| Insurance | | | | | - | - |
| Utilities | 126,717 | 141,301 | 131,000 | 130,700 | (10,601) | (300) |
| Cost of Goods and Services Sold | 1,247 | - | - | - | - | - |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 151,925 | 120,919 | 141,430 | (10,495) | 20,511 |
| Capital Carryforward | - | - | - | 23,900 | | |
| Interfund Transfers and Adjustments | | | | | | |
| Fund Capital | - | - | - | (23,900) | | |
| Total Expenditures and Uses | 1,396,814 | 1,639,767 | 1,614,319 | 1,724,040 | 84,273 | 109,721 |
| Net Sources or Uses | 373,312 | 653,758 | 222,381 | 455,160 | (198,598) | 232,779 |



IVGID Departmental Budget Summary

**Championship Golf - Operations
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 1,770,126 | 2,293,525 | 1,836,700 | 2,179,200 | (114,325) | 342,500 |
| Total Operating Revenue | 1,770,126 | 2,293,525 | 1,836,700 | 2,179,200 | (114,325) | 342,500 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 624,762 | 681,430 | 634,700 | 687,274 | 5,844 | 52,574 |
| Employee Fringe | 164,957 | 164,400 | 147,100 | 194,536 | 30,136 | 47,436 |
| Professional Services | - | - | 4,300 | 13,700 | 13,700 | 9,400 |
| Services and Supplies | 479,131 | 500,711 | 576,300 | 556,400 | 55,689 | (19,900) |
| Insurance | | | | | - | - |
| Utilities | 126,717 | 141,301 | 131,000 | 130,700 | (10,601) | (300) |
| Cost of Goods and Services Sold | 1,247 | - | - | - | - | - |
| Depreciation | - | - | 2,497 | - | - | (2,497) |
| Total Operating Expenses | 1,396,814 | 1,487,842 | 1,495,897 | 1,582,610 | 94,768 | 86,713 |
| Operating Income (Loss) | 373,312 | 805,683 | 340,803 | 596,590 | (209,093) | 255,787 |
| Net Income | 373,312 | 805,683 | 340,803 | 596,590 | (209,093) | 255,787 |

IVGID Departmental Budget Summary

**Championship Golf - Pro Shop
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 454,246 | 536,000 | 461,000 | 464,000 | (72,000) | 3,000 |
| Total Revenues and Other Sources | 454,246 | 536,000 | 461,000 | 464,000 | (72,000) | 3,000 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 67,993 | 75,757 | 70,800 | 69,716 | (6,041) | (1,084) |
| Employee Fringe | 25,923 | 26,624 | 27,730 | 28,293 | 1,669 | 563 |
| Services and Supplies | 2,936 | 11,690 | 14,200 | 5,700 | (5,990) | (8,500) |
| Utilities | 36 | - | - | - | - | - |
| Cost of Goods and Services Sold | 315,206 | 342,361 | 298,200 | 311,000 | (31,361) | 12,800 |
| Total Expenditures and Uses | 412,094 | 456,432 | 410,930 | 414,709 | (41,723) | 3,779 |
| Net Sources or Uses | 42,152 | 79,568 | 50,070 | 49,291 | (30,277) | (779) |



IVGID Departmental Budget Summary

**Championship Golf - Marketing
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|------------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 3,555 | 4,018 | 4,170 | 25,069 | 21,051 | 20,899 |
| Employee Fringe | 1,496 | 1,656 | 1,620 | 6,001 | 4,345 | 4,381 |
| Services and Supplies | 43,266 | 56,230 | 47,000 | 78,700 | 22,470 | 31,700 |
| Utilities | 256 | 576 | 97 | - | (576) | (97) |
| Total Expenditures and Uses | 48,573 | 62,480 | 52,887 | 109,770 | 47,290 | 56,883 |
| Net Sources or Uses | (48,573) | (62,480) | (52,887) | (109,770) | (47,290) | (56,883) |

The schedules on these pages are only presented as Net Sources or Uses as the Operating and Net Income schedules present the same information

IVGID Departmental Budget Summary

**Championship Golf - Food and Beverage
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 256,805 | 286,520 | 277,000 | 255,500 | (31,020) | (21,500) |
| Total Revenues and Other Sources | 256,805 | 286,520 | 277,000 | 255,500 | (31,020) | (21,500) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 88,951 | 120,633 | 113,000 | 107,086 | (13,547) | (5,914) |
| Employee Fringe | 16,695 | 19,590 | 20,100 | 19,025 | (565) | (1,075) |
| Services and Supplies | 61,019 | 64,634 | 67,000 | 70,210 | 5,576 | 3,210 |
| Utilities | 5,500 | 6,747 | 7,600 | 6,800 | 53 | (800) |
| Cost of Goods and Services Sold | 72,715 | 76,256 | 97,000 | 68,400 | (7,856) | (28,600) |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | - | - | 7,250 | 7,250 | 7,250 |
| Total Expenditures and Uses | 244,880 | 287,860 | 304,700 | 278,771 | (9,089) | (25,929) |
| Net Sources or Uses | 11,925 | (1,340) | (27,700) | (23,271) | (21,931) | 4,429 |



IVGID Departmental Budget Summary

**Championship Golf - Food and Beverage
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 256,805 | 286,520 | 277,000 | 255,500 | (31,020) | (21,500) |
| Total Operating Revenue | 256,805 | 286,520 | 277,000 | 255,500 | (31,020) | (21,500) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 88,951 | 120,633 | 113,000 | 107,086 | (13,547) | (5,914) |
| Employee Fringe | 16,695 | 19,590 | 20,100 | 19,025 | (565) | (1,075) |
| Services and Supplies | 61,019 | 64,634 | 67,000 | 70,210 | 5,576 | 3,210 |
| Utilities | 5,500 | 6,747 | 7,600 | 6,800 | 53 | (800) |
| Cost of Goods and Services Sold | 72,715 | 76,256 | 97,000 | 68,400 | (7,856) | (28,600) |
| Depreciation | 57,835 | 54,109 | 40,300 | 32,700 | (21,409) | (7,600) |
| Total Operating Expenses | 302,715 | 341,969 | 345,000 | 304,221 | (37,748) | (40,779) |
| Operating Income (Loss) | (45,910) | (55,449) | (68,000) | (48,721) | 6,728 | 19,279 |
| Net Income | (45,910) | (55,449) | (68,000) | (48,721) | 6,728 | 19,279 |

IVGID Departmental Budget Summary

**Championship Golf - Administration
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 4,867 | 22,500 | 795 | - | (22,500) | (795) |
| Total Revenues and Other Sources | 4,867 | 22,500 | 795 | - | (22,500) | (795) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 154,109 | 188,944 | 175,200 | 114,188 | (74,756) | (61,012) |
| Employee Fringe | 51,705 | 71,785 | 64,000 | 54,411 | (17,374) | (9,589) |
| Professional Services | 10,704 | 11,530 | 11,500 | 11,800 | 270 | 300 |
| Services and Supplies | 105,695 | 140,072 | 110,100 | 111,000 | (29,072) | 900 |
| Insurance | 43,796 | 45,738 | 38,000 | 38,100 | (7,638) | 100 |
| Utilities | 46,324 | 46,316 | 43,000 | 49,400 | 3,084 | 6,400 |
| Capital Expenditures | | | | | | |
| Capital Improvements | 42,236 | - | - | - | - | - |
| Debt Service | | | | | | |
| Principal | 664,284 | 703,639 | 703,639 | 696,195 | (7,444) | (7,444) |
| Interest | 161,529 | 147,677 | 147,677 | 124,901 | (22,776) | (22,776) |
| Fiscal Agent Fees | 304 | 467 | 467 | 528 | 61 | 61 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | - | - | - | - | - |
| Total Expenditures and Uses | 1,280,686 | 1,356,168 | 1,293,583 | 1,200,523 | (155,645) | (93,060) |
| Net Sources or Uses | (1,275,819) | (1,333,668) | (1,292,788) | (1,200,523) | 133,145 | 92,265 |



IVGID Departmental Budget Summary

**Championship Golf - Administration
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 4,867 | 22,500 | 795 | - | (22,500) | (795) |
| Total Operating Revenue | 4,867 | 22,500 | 795 | - | (22,500) | (795) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 154,109 | 188,944 | 175,200 | 114,188 | (74,756) | (61,012) |
| Employee Fringe | 51,705 | 71,785 | 64,000 | 54,411 | (17,374) | (9,589) |
| Professional Services | 10,704 | 11,530 | 11,500 | 11,800 | 270 | 300 |
| Services and Supplies | 105,695 | 140,072 | 110,100 | 111,000 | (29,072) | 900 |
| Insurance | 43,796 | 45,738 | 38,000 | 38,100 | (7,638) | 100 |
| Utilities | 46,324 | 46,316 | 43,000 | 49,400 | 3,084 | 6,400 |
| Depreciation | 499,856 | 469,266 | 463,300 | 506,000 | 36,734 | 42,700 |
| Total Operating Expenses | 912,189 | 973,651 | 905,100 | 884,899 | (88,752) | (20,201) |
| Operating Income (Loss) | (907,322) | (951,151) | (904,305) | (884,899) | 66,252 | 19,406 |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 161,529 | 147,677 | 147,677 | 124,901 | (22,776) | (22,776) |
| Amortization issuance cost | 4,450 | 4,452 | 4,452 | 4,452 | - | - |
| Fiscal Agent Fee | 304 | 467 | 467 | 528 | 61 | 61 |
| Total Non Operating Expenses | 166,283 | 152,596 | 152,596 | 129,881 | (22,715) | (22,715) |
| Net Income | (1,073,605) | (1,103,747) | (1,056,901) | (1,014,780) | 88,967 | 42,121 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|-----------|
| Community Services | | | | | | |
| <i>Championship Golf</i> | | | | | | |
| Driving Range Improvements | - | 20,000 | 75,000 | - | - | 95,000 |
| Championship Course Improvements | - | 125,000 | 80,000 | - | - | 205,000 |
| Wash Pad Improvements | - | - | - | - | 70,000 | 70,000 |
| Cart Barn Replacement | - | - | - | - | - | - |
| Material Storage Bins | 41,500 | 176,000 | - | - | - | 217,500 |
| Bartender Pass Through | 7,250 | - | - | - | - | 7,250 |
| Replace Roof Champ Golf Maintenance | - | - | 91,440 | - | - | 91,440 |
| Irrigation Improvements | 13,000 | - | 30,000 | 75,000 | - | 118,000 |
| Remodel On Course Bathrooms, #14 & #6 | - | - | - | - | 30,940 | 30,940 |
| Pavement Improvements | - | 69,400 | - | - | - | 69,400 |
| Maintenance Building Replacement | - | - | - | - | - | - |
| Champ Grille Kitchen Equip. | - | 10,025 | 32,190 | - | - | 42,215 |
| The Grille Furniture & Bar Cooler | - | 6,500 | 9,000 | - | - | 15,500 |
| Replace Electric Golf Cart Fleet | - | 352,000 | - | - | - | 352,000 |
| 2000 JD 2653A Trim Mower #455 | - | - | - | - | - | - |
| 2000 Carryall Club Car #459 | - | - | - | - | - | - |
| 2000 Carryall Club Car #460 | - | - | - | - | - | - |
| 2001 Toro Greensmaster 1600 #505 | - | - | - | - | 9,650 | 9,650 |
| 2001 Toro Greensmaster 1600 #506 | - | - | - | - | 9,650 | 9,650 |
| 2002 JD 2653 Trim Mower #511 | - | 36,000 | - | - | - | 36,000 |
| 2004 Toro Greensmaster 1600 #549 | - | - | - | - | - | - |
| 2005 Carryall Club Car #564 | - | - | - | - | 9,600 | 9,600 |
| 2005 Carryall Club Car #565 | - | - | - | - | 9,600 | 9,600 |
| 2005 Carryall Club Car #566 | - | - | - | - | 9,600 | 9,600 |
| 2005 Carryall Club Car #567 | - | - | - | - | 9,600 | 9,600 |
| 2005 John Deere Pro Gator #569 | - | - | - | - | 28,500 | 28,500 |
| 2005 JD 3235 Fairway Mower #570 | - | - | - | - | 54,100 | 54,100 |
| 2005 Buffalo Turbin Debris Blower #571 | - | - | 7,850 | - | - | 7,850 |
| 2005 Toro Greensmaster 1600 #574 | - | - | - | - | - | - |
| 2005 Toro Greensmaster 1000 #575 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #576 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #577 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #578 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #579 | 8,900 | - | - | - | - | 8,900 |
| 2005 Toro Greensmaster 1000 #580 | 8,900 | - | - | - | - | 8,900 |
| 2006 Carryall Club Car #589 | - | - | - | - | - | - |
| 2006 Carryall Club Car #590 | - | - | - | - | - | - |
| 2006 Carryall Club Car #591 | - | - | - | - | - | - |
| 2007 Club Car Carryall Ball Picker #600 | - | - | - | - | 20,600 | 20,600 |
| 2007 3500D Toro Rotary Mower #606 | - | - | 30,900 | - | - | 30,900 |
| 2008 Toro Sand-Pro #618 | - | - | - | - | - | - |
| 2010 John Deere 8500 #641 | - | - | - | - | - | - |
| <i>Championship Golf Sub Total:</i> | 115,150 | 794,925 | 356,380 | 75,000 | 261,840 | 1,603,295 |
| <i>Championship Golf Portion of Shared Capital Projects (70%)</i> | 33,530 | 61,950 | 232,540 | 261,380 | 103,285 | 692,685 |
| <i>Championship Golf Total</i> | 148,680 | 856,875 | 588,920 | 336,380 | 365,125 | 2,295,980 |

Shared Golf CIP Projects can be found
 on page 181.

Mission and Vision

The Golf Courses at Incline Village, Your Premier Lake Tahoe Golf and Entertainment Experience.

We Challenge ourselves to reach our vision by putting People and Environment “FIRST”

Friendly—Integrity—Recognition—Superior Service—Teamwork

Our Customers and Service Levels

The Mountain Course’s priority is to serve the resident, resident guest, club, and non-resident golfer. Our focus is on the novice, senior, and junior golfer. Our secondary focus is on the social golfer looking for fun rather than a competitive golf experience.

The Mountain Course provides fun and entertainment in the form of golf, lessons, learning programs, merchandise sales, and food & beverage sales. Additional services offered are club rentals, bag service, and beverage cart service.

The Mountain Course is a Robert Trent Jones Jr. designed short course. It is in a unique position in the Lake Tahoe area in that it has the elements of elevation change and tree-lined fairways which appeal to the golfer looking for a true mountain golf experience. The course has the potential to attract all golfers when you combine mountain golf with the length (3519 yards), significantly less time to play, quality maintenance practices, and Lake Tahoe views from the golf course.

Finally, the Mountain Course has been selected as one of the Top 10 Short Courses in the Country for the sixth year in a row by *Golf Range Magazine*.

Major Initiatives and District Goals and Objectives

The major initiatives support the District’s Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The Mountain Golf Course’s major initiatives are listed below and each ties to one of the five long range goals. The following items are the annual initiatives for the Mountain Golf Course:

- A. Maintain beginner and socially focused programs
- B. Increase outing rounds by 500
- C. Implement Yield Management strategies for off peak tee times
- D. Utilize overflow of Championship Course during peak times to fill Mountain tee times

Benchmarks to Measure and Program Measures

- A. Maintain beginner and socially focused programs. – Supports Long Term District Goal 4 - Service: Measurement is the number of programs and number of players in each program:
 - Nine & Wine
 - 6 After Six
 - Family Tees

- Take Your Daughter to the Course-Hit n Giggle
 - Women's Golf Month-Chip n Sip
 - Get Golf Ready
- B. Increase outing rounds by 500 – Supports Long Term District Goal 2-Finance: Measurement will be outing rounds are 500 or more than last season.
- C. Implement Yield Management strategies for off peak tee times. Supports Long Term District Goal 2 – Finance. Measurement will to compare to previous season off peak tee time for increased total rounds played.
- D. Utilize overflow of Championship Course during peak times to fill Mountain tee items. – Supports Long Term District Goal 4 – Service: Measurement will be to track impact to tee times moved from Championship to Mountain.

The following program measures will be used to evaluate the results of our initiatives and overall season performance:

| Mountain Course | 2009-2010 | 2010-2011 | 2010-2011 | 2011-2012 |
|--|-----------|-----------|------------------|-----------|
| | Actual | Budget | Estimated Actual | Budget |
| Opening Date: | 05/29/10 | 05/19/11 | 05/27/11 | 05/18/12 |
| Closing Date: | 10/03/10 | 10/02/11 | 10/02/11 | 10/07/12 |
| Total Rounds | 17,548 | 18,000 | 16,243 | 15,555 |
| Revenue per Round | \$44.54 | \$55.51 | \$46.90 | \$55.72 |
| Operating Cost per Round | \$58.40 | \$61.36 | \$66.93 | \$66.56 |
| Maintenance Expense as % to Green Fees | 59% | 51% | 62% | 49% |
| Food & Beverage Revenue per Round | \$4.66 | \$6.00 | \$4.56 | \$6.62 |
| Merchandise Revenue per Round | \$2.64 | \$3.17 | \$3.20 | \$3.28 |

Our Team: Outline Workforce to meet initiatives

The Mountain Golf Course is headed up by the Head Mountain Golf Professional who is responsible for the overall Mountain Golf Course operations. The key team members consist of Mountain Golf Course Superintendent whose primary responsibility is turf maintenance of the Mountain Golf Course. All other staff members are seasonal employees.

The following table details the full time equivalent (FTE) workforce needed to achieve the major initiatives outlined above. The table also shows the fully burdened labor cost of meeting those initiatives.

| Full-Time Equivalents | | | | Cost of Labor, Taxes and Benefits | | |
|-----------------------|------|---------|--------------------------------------|-----------------------------------|------------|------------|
| Total FTE | FTYR | PT/SEAS | | Total | FTYR | PT/SEAS |
| 7.6 | 2.1 | 5.5 | Operations/Maintenance | 365,860 | 233,217 | 132,643 |
| 1.4 | - | 1.4 | Golf Carts | 26,903 | - | 26,903 |
| 0.2 | 0.2 | - | Pro Shop | 18,529 | 18,529 | - |
| 1.4 | 0.1 | 1.3 | Food and Beverage | 33,914 | 7,772 | 26,142 |
| 0.3 | 0.2 | 0.1 | Administration & Marketing | 19,146 | 16,389 | 2,757 |
| 10.9 | 2.6 | 8.3 | Total Full-Time Equivalents and Cost | \$ 464,352 | \$ 275,907 | \$ 188,445 |

Legend: FTYR = full time, year round; PT/SEAS = part time/seasonal

The following table shows five years of budgeted FTE's. Year on year FTE decreased by 1.1 FTE due to a 10 month Seasonal Manager was reassigned from the Mountain Course to assist with the workload at the Championship Golf Course and a decision was also made not to backfill the Mountain Golf Course position. Also the elimination of the Director of Golf and changes in seasonal workforce make up the remaining FTE changes.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 14.8 | 13.1 | 12.7 | 12.0 | 10.9 |

Pricing our Services, Revenue Strategies, and Key Rates

There are no green fee increases for 2011-2012 at the Mountain Golf Course. The Mountain Course is unique in that it is the only 18 hole short course in the area. However, compared to other 18 hole courses in the Lake Tahoe area it has the lowest green fee. Compared to its 9 hole competitors, the Mountain Course is in line with green fees while offering a superior product. The Mountain Course is priced \$30 less than the Championship Course for residents and is \$100 dollars less than the Championship Course for non-residents. These pricing strategies along with alternating 8/9 minute tee time intervals and continued programming to create new golfers will lead the Mountain Course to achieve a budget based on 15,555 rounds of golf. The Mountain Course key rates schedule can be found on page 173.

Revenue sources are charges for services which include green fees, merchandise sales, and food and beverage sales - making up approximately 95% of the revenue stream of the Mountain Golf Course.

Green fees are approximately 77% of Mountain Golf Course revenue. They are the flat rate paid by our customers to use the golf courses. There is a substantial fee differential between resident and non-resident golfers.

Merchandise sales are approximately 6% of the Mountain Golf Course revenue. Sales are mainly golf clubs and clothing. Merchandise sales are mainly impulse items purchased by non-residents. Most of these are Incline Village Logo items including shirts, hats and golf balls.

Food and Beverage revenue is approximately 12% of the total Mountain Golf Course revenue and consists of the Mountain snack bar and one mobile bar cart. The menu is designed for quick window and at the turn services.

Impact to Recreation Facilities Fee

The Recreation Facility Fee is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. The Recreation Facility Fee is stated in terms of its impact per parcel/chargeable unit within the District's boundaries. The impact of Mountain Golf operations and major initiatives to the Recreation Facility Fee is as stated below by parcel/dwelling unit and in dollars:

| | Operating | Capital | Debt Service | Total Recreation Facility Fee |
|--------------------------|-----------|-----------|--------------|-------------------------------|
| Per Parcel/Dwelling Unit | \$6 | \$14 | \$0 | \$20 |
| In dollars | \$49,488 | \$115,472 | \$0 | \$164,960 |

The total Recreation Facility Fee of \$20 represents the Mountain Golf Course portion of the Recreation Facility Fee needed to support all Mountain golf activities. It is made up of operating and capital expenditures related to Mountain Golf Course on a per parcel/dwelling unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, and allocating a portion of the Community Services overhead which includes a portion of the General Fund's administrative overhead. The \$6 operating component means that the Mountain Golf Course needs cash on a per parcel/dwelling unit basis for its operations. The \$14 capital component represents the 2011-2012 planned Mountain Golf Course capital expenditures. There is no debt related component for the Mountain Golf Course.

The following table shows the last four years of Recreation Facility Fee allocated to the Mountain Golf Course.

| | Budget | Budget | Budget | Budget | Budget |
|----------------------|-----------|-----------|-----------|-----------|-----------|
| | 2007-2008 | 2008-2009 | 2009-2010 | 2010-2011 | 2011-2012 |
| Mountain Golf Course | \$38 | \$45 | \$21 | \$22 | \$20 |

Infrastructure and Capital to Support Service Levels

The Mountain Golf Course is budgeted to spend \$116,610 in capital expenditures of which \$35,400 and 34,940 are for a Toro Tri-Plex and Trim Mower. On a long-term basis we have identified the Mountain Course Club House as not meeting ADA standards and in 2012-2013 to begin planning for replacement with construction in year four (2014-2015) of the five year multi-year capital plan. Please note that the Board of Trustees only approved year one 2011-2012 of the five-year capital plan.

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to the departments. For the 2011-2012 fiscal year, the District's Buildings Department internal charge to the Mountain Course Golf is \$23,504 to maintain new and existing infrastructure capital and the District's Fleet Department's internal charge is \$93,770 to maintain and repair new and existing equipment and rolling stock.



Mountain Golf Course

KEY RATES

| | 2010/11 Budget | | 2010/11 Budget | | | |
|---|---|-------------|----------------------|-------------|---------------|-----|
| | SEASON | | SEASON | | | |
| | <u>2010</u> | <u>2011</u> | <u>2011</u> | <u>2012</u> | | |
| | (Seasons begins May) | | (Seasons begins May) | | | |
| GOLF RESORT | Low season Opening until June 16 and September 20 until closing | | | | | |
| | High Season-June 17 until September 19 | | | | (Not Adopted) | |
| | | | | | | |
| Mountain Course | | | | | | |
| Non-Resident 18 Hole-Low Season Mon-Thurs | \$60.00 | / | \$60.00 | \$60.00 | / | TBD |
| Non-Resident 18 Hole-Low Season Fri-Sun Holidays | \$65.00 | / | \$65.00 | \$65.00 | / | TBD |
| Non-Resident Pre-Twilight-Low season (12pm-4pm) | \$55.00 | / | \$55.00 | \$55.00 | / | TBD |
| Non-Resident Twilight-Low season after 4 | \$45.00 | / | \$45.00 | \$45.00 | / | TBD |
| Non-Resident 18 Hole-High Season Mon-Thurs | \$65.00 | / | \$65.00 | \$65.00 | / | TBD |
| Non-Resident 18 Hole-High Season Fri-Sun Holidays | \$75.00 | / | \$75.00 | \$75.00 | / | TBD |
| Non-Resident Pre-Twilight-High season (12pm-4pm) | \$55.00 | / | \$55.00 | \$55.00 | / | TBD |
| Non-Resident Twilight-High season after 4 | \$45.00 | / | \$45.00 | \$45.00 | / | TBD |
| Resident 18 Hole-Low season Mon-Thurs | \$35.00 | / | \$35.00 | \$35.00 | / | TBD |
| Resident 18 Hole-Low season Fri-Sun, Holidays | \$40.00 | / | \$40.00 | \$40.00 | / | TBD |
| Resident Twilight-Low season after 4 | \$30.00 | / | \$30.00 | \$30.00 | / | TBD |
| Resident 18 Hole-High season Mon-Thurs | \$40.00 | / | \$41.00 | \$41.00 | / | TBD |
| Resident 18 Hole-High season Fri-Sun, Holidays | \$45.00 | / | \$45.00 | \$45.00 | / | TBD |
| Resident Twilight-High season after 4 | \$35.00 | / | \$35.00 | \$35.00 | / | TBD |
| Guest of Resident Low season Mon-Thurs | \$45.00 | / | \$45.00 | \$45.00 | / | TBD |
| Guest of Resident Low season Fri-Sun Holidays | \$50.00 | / | \$50.00 | \$50.00 | / | TBD |
| Guest Twilight-Low season after 4 | \$35.00 | / | \$35.00 | \$35.00 | / | TBD |
| Guest of Resident High season Mon-Thurs | \$50.00 | / | \$50.00 | \$50.00 | / | TBD |
| Guest of Resident High season Fri-Sun Holidays | \$55.00 | / | \$55.00 | \$55.00 | / | TBD |
| Guest Twilight-High season after 4 | \$40.00 | / | \$40.00 | \$40.00 | / | TBD |
| Mountain 10/10 Pass | \$350.00 | / | \$350.00 | \$350.00 | / | TBD |
| Junior Pass-including standby twilight at Champ | \$175.00 | / | \$175.00 | \$175.00 | / | TBD |
| Junior Pass-Mountain only | \$99.00 | / | \$99.00 | \$99.00 | / | TBD |
| Junior / Parent Pass | DNE (a) | | \$395.00 | \$395.00 | / | TBD |
| Charitable Donated Events | | | | | | |
| Fee-Operations Rate; each event- Mtn | \$800.00 | / | \$800.00 | \$800.00 | / | TBD |

(a) Does not exist

Note to Rate Schedule:

Since the season crosses the fiscal year two rates have been provided for the beginning of each season.

U.S.G.A. RULES GOVERN ALL PLAY
Except as Modified by Posted Local Rules

MOUNTAIN COURSE



IVGID Departmental Budget Summary

Mountain Golf Summary

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 781,580 | 984,277 | 761,800 | 866,800 | (117,477) | 105,000 |
| Other Financing Sources | | | | | | |
| Non Operating Leases | 15,391 | 14,832 | 38,000 | 30,600 | 15,768 | (7,400) |
| Total Revenues and Other Sources | 796,971 | 999,109 | 799,800 | 897,400 | (101,709) | 97,600 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 384,604 | 409,877 | 402,340 | 365,932 | (43,945) | (36,408) |
| Employee Fringe | 115,383 | 122,135 | 122,260 | 98,420 | (23,715) | (23,840) |
| Professional Services | 1,365 | 2,072 | 5,000 | 4,900 | 2,828 | (100) |
| Services and Supplies | 269,201 | 293,459 | 291,700 | 297,050 | 3,591 | 5,350 |
| Insurance | 17,373 | 15,246 | 12,900 | 12,700 | (2,546) | (200) |
| Utilities | 71,097 | 83,099 | 75,300 | 75,500 | (7,599) | 200 |
| Cost of Goods and Services Sold | 48,296 | 61,117 | 55,700 | 53,800 | (7,317) | (1,900) |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 139,795 | 109,500 | 116,610 | (23,185) | 7,110 |
| Total Expenditures and Uses | 907,319 | 1,126,800 | 1,074,700 | 1,024,912 | (101,888) | (49,788) |
| Net Sources or Uses | (110,348) | (127,691) | (274,900) | (127,512) | 179 | 147,388 |



IVGID Departmental Budget Summary

Mountain Golf Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-----------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 781,580 | 984,277 | 761,800 | 866,800 | (117,477) | 105,000 |
| Total Operating Revenue | 781,580 | 984,277 | 761,800 | 866,800 | (117,477) | 105,000 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 384,604 | 409,877 | 402,340 | 365,932 | (43,945) | -36,408 |
| Employee Fringe | 115,383 | 122,135 | 122,260 | 98,420 | (23,715) | -23,840 |
| Professional Services | 1,365 | 2,072 | 5,000 | 4,900 | 2,828 | -100 |
| Services and Supplies | 269,201 | 293,459 | 291,700 | 297,050 | 3,591 | 5,350 |
| Insurance | 17,373 | 15,246 | 12,900 | 12,700 | (2,546) | -200 |
| Utilities | 71,097 | 83,099 | 75,300 | 75,500 | (7,599) | 200 |
| Cost of Goods and Services Sold | 48,296 | 61,117 | 55,700 | 53,800 | (7,317) | -1,900 |
| Depreciation | 117,543 | 117,476 | 122,000 | 127,000 | 9,524 | 5,000 |
| Total Operating Expenses | 1,024,862 | 1,104,481 | 1,087,200 | 1,035,302 | (69,179) | -51,898 |
| Operating Income (Loss) | (243,282) | (120,204) | (325,400) | (168,502) | (48,298) | 156,898 |
| Non Operating Revenues | | | | | | |
| Non Operating Leases | 15,391 | 14,832 | 38,000 | 30,600 | 15,768 | -7,400 |
| Total nonoperating revenue | 15,391 | 14,832 | 38,000 | 30,600 | 15,768 | -7,400 |
| Net Income | (227,891) | (105,372) | (287,400) | (137,902) | (32,530) | 149,498 |

IVGID Departmental Budget Summary

Mountain Golf - Operations
Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 661,430 | 819,277 | 638,000 | 712,800 | (106,477) | 74,800 |
| Total Revenues and Other Sources | 661,430 | 819,277 | 638,000 | 712,800 | (106,477) | 74,800 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 320,506 | 337,451 | 329,000 | 311,939 | (25,512) | (17,061) |
| Employee Fringe | 95,708 | 98,363 | 96,000 | 80,824 | (17,539) | (15,176) |
| Professional Services | - | - | - | 2,800 | 2,800 | 2,800 |
| Services and Supplies | 209,352 | 214,605 | 223,200 | 219,100 | 4,495 | (4,100) |
| Utilities | 54,005 | 61,882 | 59,600 | 59,700 | (2,182) | 100 |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 139,795 | 109,500 | 116,610 | (23,185) | 7,110 |
| Total Expenditures and Uses | 679,571 | 852,096 | 817,300 | 790,973 | (61,123) | (26,327) |
| Net Sources or Uses | (18,141) | (32,819) | (179,300) | (78,173) | (45,354) | 101,127 |



IVGID Departmental Budget Summary

Mountain Golf - Operations
Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 661,430 | 819,277 | 638,000 | 712,800 | (106,477) | 74,800 |
| Total Operating Revenue | 661,430 | 819,277 | 638,000 | 712,800 | (106,477) | 74,800 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 320,506 | 337,451 | 329,000 | 311,939 | (25,512) | -17,061 |
| Employee Fringe | 95,708 | 98,363 | 96,000 | 80,824 | (17,539) | -15,176 |
| Professional Services | - | - | - | 2,800 | 2,800 | 2,800 |
| Services and Supplies | 209,352 | 214,605 | 223,200 | 219,100 | 4,495 | -4,100 |
| Insurance | - | - | - | - | - | 0 |
| Utilities | 54,005 | 61,882 | 59,600 | 59,700 | (2,182) | 100 |
| Total Operating Expenses | 679,571 | 712,301 | 707,800 | 674,363 | (37,938) | -33,437 |
| Operating Income (Loss) | (18,141) | 106,976 | (69,800) | 38,437 | (68,539) | 108,237 |
| Net Income | (18,141) | 106,976 | (69,800) | 38,437 | (68,539) | 108,237 |

IVGID Departmental Budget Summary

**Mountain Golf - Pro Shop
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 46,267 | 57,000 | 52,000 | 51,000 | (6,000) | (1,000) |
| Total Revenues and Other Sources | 46,267 | 57,000 | 52,000 | 51,000 | (6,000) | (1,000) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 12,159 | 12,290 | 13,200 | 12,111 | (179) | (1,089) |
| Employee Fringe | 5,041 | 5,751 | 6,300 | 6,418 | 667 | 118 |
| Cost of Goods and Services Sold | 25,153 | 31,570 | 30,300 | 27,300 | (4,270) | (3,000) |
| Total Expenditures and Uses | 42,353 | 49,611 | 49,800 | 45,829 | (3,782) | (3,971) |
| Net Sources or Uses | 3,914 | 7,389 | 2,200 | 5,171 | (2,218) | 2,971 |



IVGID Departmental Budget Summary

**Mountain Golf - Marketing
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|------------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,179 | 1,340 | 1,340 | 1,966 | 626 | 626 |
| Employee Fringe | 496 | 560 | 560 | 852 | 292 | 292 |
| Services and Supplies | 17,010 | 27,075 | 27,000 | 28,250 | 1,175 | 1,250 |
| Utilities | 16 | 192 | 200 | - | (192) | (200) |
| Total Expenditures and Uses | 18,701 | 29,167 | 29,100 | 31,068 | 1,901 | 1,968 |
| Net Sources or Uses | (18,701) | (29,167) | (29,100) | (31,068) | (1,901) | (1,968) |

The schedules on these pages are only presented as Net Sources or Uses as the Operating and Net Income schedules present the same information

IVGID Departmental Budget Summary

Mountain Golf - Food and Beverage
Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 81,836 | 108,000 | 74,000 | 103,000 | (5,000) | 29,000 |
| Total Revenues and Other Sources | 81,836 | 108,000 | 74,000 | 103,000 | (5,000) | 29,000 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 25,347 | 27,128 | 33,000 | 28,343 | 1,215 | (4,657) |
| Employee Fringe | 6,543 | 5,073 | 10,300 | 5,571 | 498 | (4,729) |
| Services and Supplies | 11,401 | 14,513 | 10,500 | 15,600 | 1,087 | 5,100 |
| Utilities | 1,811 | 5,005 | 1,900 | 1,600 | (3,405) | (300) |
| Cost of Goods and Services Sold | 23,143 | 29,547 | 25,400 | 26,500 | (3,047) | 1,100 |
| Total Expenditures and Uses | 68,245 | 81,266 | 81,100 | 77,614 | (3,652) | (3,486) |
| Net Sources or Uses | 13,591 | 26,734 | (7,100) | 25,386 | (1,348) | 32,486 |

IVGID Departmental Budget Summary

Mountain Golf - Food and Beverage
Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 81,836 | 108,000 | 74,000 | 103,000 | (5,000) | 29,000 |
| Total Operating Revenue | 81,836 | 108,000 | 74,000 | 103,000 | (5,000) | 29,000 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 25,347 | 27,128 | 33,000 | 28,343 | 1,215 | (4,657) |
| Employee Fringe | 6,543 | 5,073 | 10,300 | 5,571 | 498 | (4,729) |
| Services and Supplies | 11,401 | 14,513 | 10,500 | 15,600 | 1,087 | 5,100 |
| Utilities | 1,811 | 5,005 | 1,900 | 1,600 | (3,405) | (300) |
| Cost of Goods and Services Sold | 23,143 | 29,547 | 25,400 | 26,500 | (3,047) | 1,100 |
| Depreciation | 643 | 642 | 500 | 500 | (142) | - |
| Total Operating Expenses | 68,888 | 81,908 | 81,600 | 78,114 | (3,794) | (3,486) |
| Operating Income (Loss) | 12,948 | 26,092 | (7,600) | 24,886 | (1,206) | 32,486 |
| Net Income | 12,948 | 26,092 | (7,600) | 24,886 | (1,206) | 32,486 |

IVGID Departmental Budget Summary

Mountain Golf - Administration

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | (7,953) | - | (2,200) | - | - | 2,200 |
| Other Financing Sources | | | | | | |
| Non Operating Leases | 15,391 | 14,832 | 38,000 | 30,600 | 15,768 | (7,400) |
| Total Revenues and Other Sources | 7,438 | 14,832 | 35,800 | 30,600 | 15,768 | (5,200) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 25,413 | 31,668 | 25,800 | 11,573 | (20,095) | (14,227) |
| Employee Fringe | 7,595 | 12,388 | 9,100 | 4,755 | (7,633) | (4,345) |
| Professional Services | 1,365 | 2,072 | 5,000 | 2,100 | 28 | (2,900) |
| Services and Supplies | 31,438 | 37,266 | 31,000 | 34,100 | (3,166) | 3,100 |
| Insurance | 17,373 | 15,246 | 12,900 | 12,700 | (2,546) | (200) |
| Utilities | 15,265 | 16,020 | 13,600 | 14,200 | (1,820) | 600 |
| Total Expenditures and Uses | 98,449 | 114,660 | 97,400 | 79,428 | (35,232) | (17,972) |
| Net Sources or Uses | (91,011) | (99,828) | (61,600) | (48,828) | 51,000 | 12,772 |



IVGID Departmental Budget Summary

Mountain Golf - Administration

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-----------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | (7,953) | - | (2,200) | - | - | 2,200 |
| Total Operating Revenue | (7,953) | - | (2,200) | - | - | 2,200 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 25,413 | 31,668 | 25,800 | 11,573 | (20,095) | (14,227) |
| Employee Fringe | 7,595 | 12,388 | 9,100 | 4,755 | (7,633) | (4,345) |
| Professional Services | 1,365 | 2,072 | 5,000 | 2,100 | 28 | (2,900) |
| Services and Supplies | 31,438 | 37,266 | 31,000 | 34,100 | (3,166) | 3,100 |
| Insurance | 17,373 | 15,246 | 12,900 | 12,700 | (2,546) | (200) |
| Utilities | 15,265 | 16,020 | 13,600 | 14,200 | (1,820) | 600 |
| Depreciation | 116,900 | 116,834 | 121,500 | 126,500 | 9,666 | 5,000 |
| Total Operating Expenses | 215,349 | 231,494 | 218,900 | 205,928 | (25,566) | (12,972) |
| Operating Income (Loss) | (223,302) | (231,494) | (221,100) | (205,928) | 25,566 | 15,172 |
| Non Operating Revenues | | | | | | |
| Non Operating Leases | 15,391 | 14,832 | 38,000 | 30,600 | 15,768 | (7,400) |
| Total nonoperating revenue | 15,391 | 14,832 | 38,000 | 30,600 | 15,768 | (7,400) |
| Net Income | (207,911) | (216,662) | (183,100) | (175,328) | 41,334 | 7,772 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| Community Services | | | | | | |
| <i>Mountain Golf</i> | | | | | | |
| Mountain Course Tee and Bunker Renovation | 18,000 | 19,500 | 21,000 | 22,500 | 50,000 | 131,000 |
| Wash Pad Improvements | - | - | - | - | 70,000 | 70,000 |
| Install New Siding Mtn Pro Shop | - | 35,400 | - | - | - | 35,400 |
| Remodel On Course Bathrooms, #6 & #13/14 | - | - | - | - | 44,240 | 44,240 |
| Install Air Conditioning in Pro Shop | - | 21,800 | - | - | - | 21,800 |
| Replace Deck Mtn. Pro Shop | - | 119,600 | - | - | - | 119,600 |
| ADA Access to #6 Tee Restroom | - | - | - | 20,000 | 95,000 | 115,000 |
| Pavement Improvements | - | 17,000 | - | 30,700 | - | 47,700 |
| Irrigation Improvements | - | - | - | 25,000 | - | 25,000 |
| Mountain Course New Clubhouse | - | 35,000 | 85,000 | 625,000 | - | 745,000 |
| Replace Gas Golf Cart Fleet | - | - | 185,600 | - | - | 185,600 |
| 1997 Toro Sand Pro 3020 #420 | 13,900 | - | - | - | - | 13,900 |
| 2000 Toro Tri-Plex Mower 3250D #463 | 35,400 | - | - | - | - | 35,400 |
| 2001 JD 2653 Trim Mower #481 | 34,940 | - | - | - | - | 34,940 |
| 2005 Carryall Club Car #568 | - | - | - | - | 9,600 | 9,600 |
| 2007 Toro Tri-Plex 3250D Mower #598 | - | - | - | - | - | - |
| 2007 Buffalo Turbin Debris Blower #601 | - | - | - | - | - | - |
| 2008 Toro Tri-Plex Mower #614 | - | - | - | - | 37,850 | 37,850 |
| <i>Mountain Golf Sub Total:</i> | 102,240 | 248,300 | 291,600 | 723,200 | 306,690 | 1,672,030 |
| <i>Mountain Golf Portion of Shared Capital Projects (30%)</i> | 14,370 | 26,550 | 99,660 | 112,020 | 44,265 | 296,865 |
| <i>Mountain Golf Total</i> | 116,610 | 274,850 | 391,260 | 835,220 | 350,955 | 1,968,895 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|---------|
| Community Services | | | | | | |
| <i>Golf Shared</i> | | | | | | |
| 2005 Vibratory Greens Rollers | - | - | 7,100 | - | - | 7,100 |
| 1989 Lely Fertilizer Spreader #365 | - | 5,700 | - | - | - | 5,700 |
| 1996 Toro Aerator #413 | - | - | 14,950 | - | - | 14,950 |
| 1997 Toro 5500 Spray Rig #417 | 42,400 | - | - | - | - | 42,400 |
| 1997 1-Ton Dump Truck #419 | - | - | 35,400 | - | - | 35,400 |
| 1999 Ty-Crop Spreader #429 | - | - | - | - | - | - |
| 1999 Carryall Club Car #430 | - | - | 9,400 | - | - | 9,400 |
| 1999 Carryall Club Car #431 | - | - | 9,400 | - | - | 9,400 |
| 1999 Carryall Club Car #432 | - | - | 9,400 | - | - | 9,400 |
| 1999 Carryall Club Car #433 | - | - | 9,400 | - | - | 9,400 |
| 1999 Toro Rake-O-Vac #442 | - | 29,200 | - | - | - | 29,200 |
| 1999 Carryall Club Car #447 | - | - | 9,400 | - | - | 9,400 |
| 1999 Carryall Club Car #448 | - | - | - | 9,400 | - | 9,400 |
| 1999 Carryall Club Car #449 | - | - | - | 9,400 | - | 9,400 |
| 1999 Carryall Club Car #450 | - | - | - | 9,400 | - | 9,400 |
| 1999 Carryall Club Car #451 | - | - | - | 9,400 | - | 9,400 |
| 1999 Carryall Club Car #452 | - | - | - | 9,400 | - | 9,400 |
| 2000 Toro Spreader #462 | - | - | - | - | - | - |
| 2000 John Deere 5310 Tractor #464 | - | - | - | - | 41,500 | 41,500 |
| 2001 John Deere 800 Greens Aerator #476 | - | - | 14,950 | - | - | 14,950 |
| 200 Spicker/Seeder #477 | - | - | - | 8,800 | - | 8,800 |
| 2001 Aerothatch Seeder | - | - | - | 15,900 | - | 15,900 |
| 2001 JD 3235 Fairway Mower #482 | - | - | 52,900 | - | - | 52,900 |
| 2001 John Deere Pro Gator #483 | - | 26,800 | - | - | - | 26,800 |
| 2001 John Deere Pro Gator #484 | - | 26,800 | - | - | - | 26,800 |
| 2001 Toro Groundsmaster 455D #486 | - | - | - | - | - | - |
| 2001 Toro Tri-Plex 3250D Mower #495 | - | - | - | 38,600 | - | 38,600 |
| 2001 Shattertine Aerifier #500 | - | - | - | - | 7,000 | 7,000 |
| 2002 JD 3235 Fairway Mower #512 | - | - | 51,000 | - | - | 51,000 |
| 2002 John Deere 4400 Tractor #513 | - | - | - | - | - | - |
| 2002 Toro Hydroject 3000 #514 | - | - | - | - | 29,950 | 29,950 |
| 2002 Toro 4000D Rough Mower #515 | - | - | - | 59,600 | - | 59,600 |
| 2002 John Deere 4400 Tractor #517 | - | - | - | - | - | - |
| 2002 Bar Cart #527 | - | - | 27,800 | - | - | 27,800 |
| 2002 Bar Cart #528 | - | - | 27,800 | - | - | 27,800 |
| 2002 Bar Cart #529 | - | - | 27,800 | - | - | 27,800 |
| 2003 Ty-Crop Propass #533 | - | - | - | - | 10,200 | 10,200 |
| 2003 Hines Drill Aerator #536 | - | - | - | - | - | - |
| Replace John Deere Pro Gator #545 | - | - | - | 27,900 | - | 27,900 |
| Replace John Deere Pro Gator #546 | - | - | - | 27,900 | - | 27,900 |
| Replace John Deere Pro Gator #547 | - | - | - | 27,900 | - | 27,900 |
| 2004 John Deere 4410 Tractor #548 | - | - | - | - | - | - |
| 2006 Toro 1250 Spray Rig #586 | - | - | - | 30,300 | - | 30,300 |
| 2006 John Deere 1500 Fairway Aerator #592 | - | - | 25,500 | - | - | 25,500 |
| 2007 Trilo Verticutter/Vacuum/Sweeper #607 | - | - | - | - | 58,900 | 58,900 |
| 2008 Planetair HD50 #616 | - | - | - | 28,600 | - | 28,600 |
| 2008 John Deere 1500 Fairway Aerator #620 | - | - | - | 24,300 | - | 24,300 |
| 2008 JD TC125 Core Harvester #621 | - | - | - | - | - | - |
| 2008 Bandit Brush Chipper #625 | - | - | - | - | - | - |
| 2010 JD 1500 Arecore Aerator #640 - Shared | - | - | - | - | - | - |
| 2010 JD 4120 Tractor- Shared #643 | - | - | - | - | - | - |
| Replace Reel Grinder | - | - | - | 36,600 | - | 36,600 |
| Purchase JD TC 125- Shared | 5,500 | - | - | - | - | 5,500 |
| <i>Golf Shared Total:</i> | 47,900 | 88,500 | 332,200 | 373,400 | 147,550 | 989,550 |
| <i>Championship Golf Portion of Shared Capital Projects (70%)</i> | 33,530 | 61,950 | 232,540 | 261,380 | 103,285 | 692,685 |
| <i>Mountain Golf Portion of Shared Capital Projects (30%)</i> | 14,370 | 26,550 | 99,660 | 112,020 | 44,265 | 296,865 |

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Mission:

The Golf Courses at Incline Village, Your Premier Lake Tahoe Golf and Entertainment Experience.

We Challenge ourselves to reach our vision by putting People and Environment “FIRST”

Friendly—Integrity—Recognition—Superior Service—Teamwork

Our Customers and Service Levels

Providing outstanding service to both residents and non-residents by offering full catering services and room rentals for weddings, social organizations, meetings, golf outings, and personal parties is the primary objective for rental and catering activities. The facilities used to provide these services are the Chateau a beautiful, multi-functional and flexible facility sized at 5,200 square feet. The meeting area consists of three rooms: Crystal Bay, Sierra Vista, and Diamond Peak. These three approximately 1700 square foot meeting rooms can be combined into one spacious area that easily holds over 250 people. The Aspen Grove is a versatile 920 square foot indoor facility boasting a wrap around, outdoor deck. In the spring and summer months, Aspen Grove features a picnic area which has picnic tables and a large outdoor grill. The Mountain Golf Course Grille is an intimate space which also has a beautiful outdoor deck and it is a great reception site for a small group who like to combine a fun post-wedding golf tournament with food and entertainment. Also, The Diamond Peak Snowflake Lodge is available on a limited basis in the summer months.

Catering and Facilities Major Initiatives and District Goals and Objectives

Catering and Facilities major initiatives supports the District’s Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The major initiatives are listed below and each ties to one of the five goal statements. The Introduction Section on page 22 outlines the specific Long Term Goals and the District annual objectives. The following items are the annual initiatives:

- A. Revitalize usage of the Chateau
- B. Partner with local catering vendors and use as an extended sales force.
- C. Reduce the rental fees to bring business back to the Chateau
- D. Greatly reduce charity discounting of rental and catering income

Program Measures

The following program measures will be used to measure the success of our plan’s major initiatives.

| Facilities | 2009-2010 Actual | 2010-2011 Budget | 2010-2011 Estimated Actual | 2011-2012 Budget |
|---------------------------------------|---------------------|---------------------|----------------------------------|---------------------|
| <u>Revenue by Venue</u> | | | | |
| Aspen Grove | \$20,603 | \$28,500 | \$15,000 | \$12,000 |
| Chateau | \$295,428 | \$477,726 | \$343,000 | \$312,000 |
| Catering | \$773,672 | \$875,850 | \$727,000 | \$351,600 |
| Covers | 16,073 | 17,000 | 13,000 | 8,500 |
| Average Revenue Per Catering Cover | \$48.13 | \$51.52 | \$55.92 | \$41.36 |

Our Team: Outline Workforce to meet initiatives

The Food and Beverage Director is in charge of all Facilities operations. Its workforce consists of a sales staff that is available six days a week and a catering staff that is available during all functions. There is one full time sales person responsible to sell all venues and golf outings and one full time Banquet Event Coordinator in charge of all catering event sales. The full time Sales Administrative Assistant is assigned to support both sales and the Banquet Event Coordinator. During the months of June through September, there is a part time front desk receptionist so guests have direct personal contact upon entering the Chateau. This person provides support to both sales and catering. Our Team is located inside the Chateau to make it easy to show our potential customers the wonderful space available and to highlight the outstanding services available for their event.

The following table details the workforce needed to achieve the major initiatives outlined above. The \$126,212 or 5.4 FTE are the part-time workforce needed to support the scheduled events. If there are no events then we do not incur this cost. The table shows the fully burdened labor cost of meeting these initiatives:

| Full-Time Equivalents | | | | Cost of Labor, Taxes and Benefits | | |
|-----------------------|------|---------|---|-----------------------------------|------------|------------|
| Total FTE | FTYR | PT/SEAS | | Total | FTYR | PT/SEAS |
| 1.2 | 1.0 | 0.2 | Chateau | 102,794 | 97,711 | 5,083 |
| 8.1 | 2.9 | 5.1 | Catering | 365,332 | 249,986 | 115,346 |
| 0.2 | 0.0 | 0.1 | Marketing | 8,505 | 2,722 | 5,783 |
| 9.4 | 4.0 | 5.4 | Total Full-Time Equivalents and Cost | \$ 476,631 | \$ 350,419 | \$ 126,212 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

The following table shows the budgeted full-time equivalents (FTE) for Facilities decreased 1.2 FTE from the previous year. This is due to budgeting a reduction in both rental and catering events.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 13.2 | 13.4 | 13.0 | 10.6 | 9.4 |

Pricing our Services and Revenue Strategies

Catering services and rental fees are the facilities two revenue streams. Catering pricing will be kept competitive with fair market and a close eye will be kept on the product cost to ensure that our product offering is priced correctly. Catering services arrange from a simple buffet style service to a full sit down dinner.

All rental rates have been reduced 25% from 2010-2011 pricing in an attempt to make it more affordable and drive business to the District facilities. The Facilities key rates schedule can be found on page 187.

Impact to Recreation Facilities Fee

The Recreation Fee is the annual recreation standby and service charge assessed by the District on all qualified real property this is located within the current geographic boundaries of the District. The Recreation Fee is stated in terms of its impact per parcel /chargeable unit within the District's boundaries. The impact of facilities operations and major initiatives to the 2011-2012 Recreation Fee is as stated below.

| | (1) Operating | (2) Capital | (3) Debt Service | (sum 1,2,3) Total Recreation Facility Fee | Amount (Parcel/unit x Total RFF) |
|---------------------------------------|------------------|----------------|------------------------|--|--|
| Chateau | \$2 | \$1 | \$24 | \$27 | \$222,696 |
| Aspen Grove | \$6 | \$0 | \$0 | \$6 | \$49,488 |
| Catering | \$25 | \$1 | \$0 | \$26 | \$214,448 |
| Total RFF per parcel/dwelling unit | \$33 | \$2 | \$24 | \$59 | \$486,632 |

The total Recreation Facility Fee of \$59 represents the Facilities portion of the Recreation Facility Fee needed to support rental and catering activities. The Recreation Fee is made up of operating, capital expenditures, and debt service related to Facilities on a per parcel/chargeable unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, and allocating a portion of the Community Services overhead and General Fund administrative overhead. The \$33 operating component means that Facilities is budgeted to use cash on a per parcel/dwelling unit basis for its operations. The \$2 capital component represents the 2011-2012 planned Facilities capital expenditures and the \$24 represents the debt service related component for Facilities.

The following table shows five years of budgeted Recreation Facility Fee for Facilities:

| | Budget 2007-08 | Budget 2008-09 | Budget 2009-10 | Budget 2010-11 | Budget 20011-2012 |
|-------------|-------------------|-------------------|-------------------|-------------------|----------------------|
| Chateau | \$18 | \$39 | \$32 | \$44 | \$27 |
| Aspen Grove | \$4 | \$4 | \$1 | \$4 | \$6 |
| Catering | \$2 | (\$18) | (\$6) | (\$2) | \$26 |

Infrastructure and Capital to Support Service Levels

Facilities are budgeted to spend \$14,235 in capital expenditures in 2011-2012. Note that the Board of Trustees only approved year one 2011-2012 of the multi-year capital plan.

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--|-------------|-------------|-------------|-------------|-------------|---------|
| Community Services | | | | | | |
| <i>Facilities</i> | | | | | | |
| F&B Computer Equipment - POS Work Stations | - | 14,173 | - | 14,250 | - | 28,423 |
| Pipe & Drape for Chateau Ballroom | 5,235 | - | - | - | - | 5,235 |
| Repair/Repalce Front Entrance Concrete | - | - | 30,080 | - | - | 30,080 |
| Banquet China | - | 25,225 | - | - | - | 25,225 |
| Replace Aspen Grove Facility | - | - | - | - | - | - |
| Replace Catering Tables | - | 19,237 | - | - | - | 19,237 |
| Aspen Grove - Replace Carpet | - | - | - | - | 8,340 | 8,340 |
| Aspen Grove - Replace Siding | - | - | - | - | 21,640 | 21,640 |
| Chateau - Replace Carpet | - | 40,920 | 40,220 | - | - | 81,140 |
| Resurface Patio Deck -Chateau | - | - | 22,240 | - | - | 22,240 |
| Replace Banquet Silverware | 9,000 | - | - | - | - | 9,000 |
| Catering Kitchen Equipment | - | 18,953 | 22,625 | - | - | 41,578 |
| 2001 Pick-up Truck 4x4 (1/2-Ton) | - | - | 23,100 | - | - | 23,100 |
| 2002 Cargo Van 4x4 | - | 28,500 | - | - | - | 28,500 |
| <i>Facilities Total:</i> | 14,235 | 147,008 | 138,265 | 14,250 | 29,980 | 343,738 |

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to departments. For the 2011-2012 fiscal year, the Buildings Department internal charge to Facilities is \$95,400 to maintain new and existing infrastructure capital and the District’s Fleet Department’s internal charge is \$1,200 to maintain and repair new and existing equipment and rolling stock.



The Chateau

FACILITY RATES

| Rate Category | 2010-2011 BUDGET | 2011-2012 BUDGET |
|--|------------------|------------------|
| Aspen Grove Building & Barbecue | | |
| Saturday 2 pm to 10 pm (May - October) | | |
| Picture Pass Holder | \$1,339 | \$670 |
| Non-Resident | \$1,750 | \$875 |

Aspen Grove Building Only (max. capacity 50) Min. 3 hr. use charge

Special Off-Season Mid-Week Rate for groups of 1-50 (3-hour minimum use) applies Nov. - April

| | | |
|---|-------------------------|-------------------------|
| Picture Pass Holder | \$50.00/hr. 3-hr min. | \$35.00/hr. 3-hr min. |
| Non-Resident | \$100.00/hr. 3-hr. min. | \$100.00/hr. 3-hr. min. |
| Additional hours charged at same hourly rate. | | |

| Mountain Golf Clubhouse | 2010-2011 BUDGET | 2010-2011 BUDGET |
|-------------------------|------------------|------------------|
| 3 Hour block | \$500.00 | \$580.00 |
| Picture Pass Holder | \$383.00 | \$383.00 |

Chateau

| | 2010-2011 BUDGET | 2010-2011 BUDGET | 2011-2012 BUDGET | 2011-2012 BUDGET |
|--|------------------|---------------------|------------------|---------------------|
| | | Picture Pass | | Picture Pass |
| | Non-Resident | Holder | Non-Resident | Holder |
| HIGH Season Dinner Full Facility Rate on Sat. & Holidays | \$7,900 | \$6,044 | \$5,925 | \$4,533 |
| HIGH Season Dinner Rate-2/3 Sat. & Holidays | \$5,900 | \$4,514 | \$4,425 | \$3,385 |
| HIGH Season Dinner Rate-1/3 Facility Sat. & Holidays | \$3,900 | \$2,984 | \$2,925 | \$2,238 |
| | | | | |
| HIGH Season Dinner Full Facility Rate Fri & Sunday's | \$5,100 | \$3,902 | \$3,825 | \$2,926 |
| HIGH Season Dinner 2/3 Facility Rate Fri & Sunday's | \$3,900 | \$2,984 | \$2,925 | \$2,238 |
| HIGH Season Dinner 1/3 Facility Rate Fri & Sunday's | \$2,300 | \$1,760 | \$1,725 | \$1,320 |
| | | | | |
| HIGH MID WEEK Dinner Full Facility Rate Mon. - Thurs. | \$2,900 | \$2,219 | \$2,175 | \$1,664 |
| HIGH MID WEEK Dinner-1/3 Facility Mon. - Thurs. | \$1,250 | \$1,454 | \$938 | \$1,090 |
| HIGH MID WEEK Dinner - 2/3 Facility Mon. - Thurs. | \$1,900 | \$956 | \$1,425 | \$718 |
| | | | | |
| LOW Season Dinner Full Facility Rate on Sat. & Holidays | \$4,600 | \$3,519 | \$3,450 | \$2,639 |
| LOW Season Dinner Rate-2/3 Sat. & Holidays | \$3,100 | \$2,372 | \$2,325 | \$1,779 |
| LOW Season Dinner Rate-1/3 Facility Sat. & Holidays | \$1,950 | \$1,492 | \$1,463 | \$1,119 |
| | | | | |
| LOW Season Dinner Full Facility Rate Fri & Sunday's | \$3,400 | \$2,601 | \$2,550 | \$1,951 |
| LOW Season Dinner 2/3 Facility Rate Fri & Sunday's | \$2,200 | \$1,683 | \$1,650 | \$1,262 |
| LOW Season Dinner 1/3 Facility Rate Fri & Sunday's | \$1,550 | \$1,186 | \$1,163 | \$890 |
| | | | | |
| LOW MID WEEK Dinner Full Facility Rate Mon. - Thurs. | \$1,900 | \$1,454 | \$1,425 | \$1,090 |
| LOW MID WEEK Dinner - 2/3 Facility Mon. - Thurs. | \$1,400 | \$1,071 | \$1,050 | \$803 |
| LOW MID WEEK Dinner-1/3 Facility Mon. - Thurs. | \$900 | \$689 | \$675 | \$516 |
| | | | | |
| | Non- Resident | Picture Pass Holder | Non- Resident | Picture Pass Holder |
| Wedding Ceremony Set-up Fee - Indoors* | \$500 | \$500 | \$600 | \$450 |
| Wedding Ceremony Set-up Fee - Outdoors* | \$800 | \$800 | \$900 | \$675 |

*Includes use of white folding chairs

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IVGID Departmental Budget Summary

**Facilities Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 790,715 | 875,850 | 727,000 | 351,600 | (524,250) | (375,400) |
| Rents | 298,988 | 506,226 | 358,000 | 324,000 | (182,226) | (34,000) |
| Other Financing Sources | | | | | | |
| Proceeds from capital assets dispositions | 400 | - | - | - | - | - |
| Total Revenues and Other Sources | 1,090,103 | 1,382,076 | 1,085,000 | 675,600 | (706,476) | (409,400) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 352,278 | 377,826 | 320,800 | 336,869 | (40,957) | 16,069 |
| Employee Fringe | 151,124 | 150,169 | 150,360 | 139,762 | (10,407) | (10,598) |
| Professional Services | 1,904 | 2,583 | 4,100 | 1,600 | (983) | (2,500) |
| Services and Supplies | 369,920 | 511,084 | 513,500 | 275,550 | (235,534) | (237,950) |
| Insurance | 12,528 | 16,110 | 14,600 | 12,200 | (3,910) | (2,400) |
| Utilities | 59,371 | 60,465 | 58,750 | 58,400 | (2,065) | (350) |
| Cost of Goods and Services Sold | 213,749 | 247,503 | 243,000 | 91,400 | (156,103) | (151,600) |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 157,111 | 83,950 | 14,235 | (142,876) | (69,715) |
| Capital Carry Forward | - | - | - | 43,289 | 43,289 | 43,289 |
| Debt Service | | | | | | |
| Principal | 112,297 | 118,681 | 118,681 | 120,856 | 2,175 | 2,175 |
| Interest | 83,311 | 80,592 | 80,592 | 76,293 | (4,299) | (4,299) |
| Fiscal Agent Fees | 138 | 139 | 139 | 167 | 28 | 28 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | - | - | (43,289) | (43,289) | (43,289) |
| Total Expenditures and Uses | 1,356,620 | 1,722,263 | 1,588,472 | 1,127,332 | (594,931) | (461,140) |
| Net Sources or Uses | (266,517) | (340,187) | (503,472) | (451,732) | (111,545) | 51,740 |

IVGID Departmental Budget Summary

Facilities Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 790,715 | 875,850 | 727,000 | 351,600 | (524,250) | (375,400) |
| Rents | 298,988 | 506,226 | 358,000 | 324,000 | (182,226) | (34,000) |
| Total Operating Revenue | 1,089,703 | 1,382,076 | 1,085,000 | 675,600 | (706,476) | (409,400) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 352,278 | 377,826 | 320,800 | 336,869 | (40,957) | 16,069 |
| Employee Fringe | 151,124 | 150,169 | 150,360 | 139,762 | (10,407) | (10,598) |
| Professional Services | 1,904 | 2,583 | 4,100 | 1,600 | (983) | (2,500) |
| Services and Supplies | 369,920 | 511,084 | 513,500 | 275,550 | (235,534) | (237,950) |
| Insurance | 12,528 | 16,110 | 14,600 | 12,200 | (3,910) | (2,400) |
| Utilities | 59,371 | 60,465 | 58,750 | 58,400 | (2,065) | (350) |
| Cost of Goods and Services Sold | 213,749 | 247,503 | 243,000 | 91,400 | (156,103) | (151,600) |
| Depreciation | 156,300 | 116,972 | 108,900 | 124,200 | 7,228 | 15,300 |
| Total Operating Expenses | 1,317,174 | 1,482,712 | 1,414,010 | 1,039,981 | (442,731) | (374,029) |
| Operating Income (Loss) | (227,471) | (100,636) | (329,010) | (364,381) | (263,745) | (35,371) |
| Non Operating Revenues | | | | | | |
| Gain (loss) on disposal of assets | 400 | - | - | - | - | - |
| Total nonoperating revenue | 400 | - | - | - | - | - |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 83,311 | 80,592 | 80,592 | 76,293 | (4,299) | (4,299) |
| Amortization issuance cost | 3,321 | 3,327 | 3,327 | 3,327 | - | - |
| Fiscal Agent Fee | 138 | 139 | 139 | 167 | 28 | 28 |
| Total Non Operating Expenses | 86,770 | 84,058 | 84,058 | 79,787 | (4,271) | (4,271) |
| Net Income | (313,841) | (184,694) | (413,068) | (444,168) | (259,474) | (31,100) |

IVGID Departmental Budget Summary

Facilities - Chateau

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est. Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|--------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 3,685 | - | - | - | - | - |
| Rents | 291,743 | 477,726 | 343,000 | 312,000 | (165,726) | (31,000) |
| Other Financing Sources | | | | | | |
| Proceeds from capital assets dispositions | 400 | - | - | - | - | - |
| Total Revenues and Other Sources | 295,828 | 477,726 | 343,000 | 312,000 | (165,726) | (31,000) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 77,764 | 92,430 | 84,406 | 67,421 | (25,009) | (16,985) |
| Employee Fringe | 36,190 | 34,640 | 43,100 | 35,373 | 733 | (7,727) |
| Professional Services | 1,904 | 2,583 | 2,300 | 1,100 | (1,483) | (1,200) |
| Services and Supplies | 132,732 | 278,783 | 261,000 | 133,600 | (145,183) | (127,400) |
| Insurance | 11,748 | 15,246 | 14,000 | 11,600 | (3,646) | (2,400) |
| Utilities | 40,702 | 43,644 | 39,300 | 40,100 | (3,544) | 800 |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 41,250 | 27,600 | 5,235 | (36,015) | (22,365) |
| Debt Service | | | | | | |
| Principal | 112,297 | 118,681 | 118,681 | 120,856 | 2,175 | 2,175 |
| Interest | 83,311 | 80,592 | 80,592 | 76,293 | (4,299) | (4,299) |
| Fiscal Agent Fees | 138 | 139 | 139 | 167 | 28 | 28 |
| Interfund Transfers and Adjustments | | | | | | |
| Total Expenditures and Uses | 496,786 | 707,988 | 671,118 | 491,745 | (216,243) | (179,373) |
| Net Sources and Uses | (200,958) | (230,262) | (328,118) | (179,745) | 50,517 | 148,373 |

IVGID Departmental Budget Summary

Facilities - Chateau

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 3,685 | - | - | - | - | - |
| Rents | 291,743 | 477,726 | 343,000 | 312,000 | (165,726) | (31,000) |
| Total Operating Revenue | 295,428 | 477,726 | 343,000 | 312,000 | (165,726) | (31,000) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 77,764 | 92,430 | 84,400 | 67,421 | (25,009) | (16,979) |
| Employee Fringe | 36,192 | 34,640 | 43,100 | 35,373 | 733 | (7,727) |
| Professional Services | 1,904 | 2,583 | 2,300 | 1,100 | (1,483) | (1,200) |
| Services and Supplies | 132,732 | 278,783 | 261,000 | 133,600 | (145,183) | (127,400) |
| Insurance | 11,748 | 15,246 | 14,000 | 11,600 | (3,646) | (2,400) |
| Utilities | 40,702 | 43,644 | 39,300 | 40,100 | (3,544) | 800 |
| Depreciation | 110,146 | 93,020 | 93,000 | 106,000 | 12,980 | 13,000 |
| Total Operating Expenses | 411,188 | 560,346 | 537,100 | 395,194 | (165,152) | (141,906) |
| Operating Income (Loss) | (115,760) | (82,620) | (194,100) | (83,194) | (574) | 110,906 |
| Non Operating Revenues | | | | | | |
| Gain (loss) on disposal of assets | 400 | - | - | - | - | - |
| Total nonoperating revenue | 400 | - | - | - | - | - |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 83,311 | 80,592 | 80,592 | 76,293 | (4,299) | (4,299) |
| Amortization issuance cost | 3,303 | 3,327 | 3,327 | 3,327 | - | - |
| Fiscal Agent Fee | 138 | 139 | 139 | 167 | 28 | 28 |
| Total Non Operating Expenses | 86,752 | 84,058 | 84,058 | 79,787 | (4,271) | (4,271) |
| Net Income | (202,112) | (166,678) | (278,158) | (162,981) | 3,697 | 115,177 |

IVGID Departmental Budget Summary

Facilities - Catering

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 787,030 | 875,850 | 727,000 | 351,600 | (524,250) | (375,400) |
| Rents | (13,358) | - | - | - | - | - |
| Total Revenues and Other Sources | 773,672 | 875,850 | 727,000 | 351,600 | (524,250) | (375,400) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 267,547 | 275,789 | 233,000 | 262,351 | (13,438) | 29,351 |
| Employee Fringe | 112,511 | 111,550 | 105,900 | 102,981 | (8,569) | (2,919) |
| Professional Services | - | - | 1,800 | 500 | 500 | (1,300) |
| Services and Supplies | 121,938 | 101,823 | 134,000 | 55,850 | (45,973) | (78,150) |
| Utilities | 14,528 | 12,317 | 16,000 | 14,500 | 2,183 | (1,500) |
| Cost of Goods and Services Sold | 213,749 | 247,503 | 243,000 | 91,400 | (156,103) | (151,600) |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 115,861 | 56,350 | 9,000 | (106,861) | (47,350) |
| Total Expenditures and Uses | 730,273 | 864,843 | 790,050 | 536,582 | (328,261) | (253,468) |
| Net Sources and Uses | 43,399 | 11,007 | (63,050) | (184,982) | (195,989) | (121,932) |



IVGID Departmental Budget Summary

Facilities - Catering

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 787,030 | 875,850 | 727,000 | 351,600 | (524,250) | (375,400) |
| Rents | (13,358) | - | - | - | - | - |
| Total Operating Revenue | 773,672 | 875,850 | 727,000 | 351,600 | (524,250) | (375,400) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 267,547 | 275,789 | 233,000 | 262,351 | (13,438) | 29,351 |
| Employee Fringe | 112,511 | 111,550 | 105,900 | 102,981 | (8,569) | (2,919) |
| Professional Services | - | - | 1,800 | 500 | 500 | (1,300) |
| Services and Supplies | 121,938 | 101,823 | 134,000 | 55,850 | (45,973) | (78,150) |
| Utilities | 14,528 | 12,317 | 16,000 | 14,500 | 2,183 | (1,500) |
| Cost of Goods and Services Sold | 213,749 | 247,503 | 243,000 | 91,400 | (156,103) | (151,600) |
| Depreciation | 40,426 | 19,116 | 11,100 | 14,600 | (4,516) | 3,500 |
| Total Operating Expenses | 770,699 | 768,098 | 744,800 | 542,182 | (225,916) | (202,618) |
| Operating Income (Loss) | 2,973 | 107,752 | (17,800) | (190,582) | (298,334) | (172,782) |
| Net Income | 2,973 | 107,752 | (17,800) | (190,582) | (298,334) | (172,782) |

IVGID Departmental Budget Summary

Facilities - Aspen Grove
Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Rents | 20,603 | 28,500 | 15,000 | 12,000 | (16,500) | (3,000) |
| Total Revenues and Other Sources | 20,603 | 28,500 | 15,000 | 12,000 | (16,500) | (3,000) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 3,532 | 7,554 | - | - | (7,554) | - |
| Employee Fringe | 1,056 | 3,132 | - | - | (3,132) | - |
| Services and Supplies | 48,143 | 51,613 | 63,000 | 56,800 | 5,187 | (6,200) |
| Insurance | 780 | 864 | 600 | 600 | (264) | - |
| Utilities | 3,882 | 4,120 | 3,400 | 3,800 | (320) | 400 |
| Total Expenditures and Uses | 57,393 | 67,283 | 67,000 | 61,200 | (6,083) | (5,800) |
| Net Sources and Uses | (36,790) | (38,783) | (52,000) | (49,200) | (10,417) | 2,800 |



IVGID Departmental Budget Summary

Facilities - Aspen Grove
Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Rents | 20,603 | 28,500 | 15,000 | 12,000 | (16,500) | (3,000) |
| Total Operating Revenue | 20,603 | 28,500 | 15,000 | 12,000 | (16,500) | (3,000) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 3,532 | 7,554 | - | - | (7,554) | - |
| Employee Fringe | 1,056 | 3,132 | - | - | (3,132) | - |
| Services and Supplies | 48,143 | 51,613 | 63,000 | 56,800 | 5,187 | (6,200) |
| Insurance | 780 | 864 | 600 | 600 | (264) | - |
| Utilities | 3,882 | 4,120 | 3,400 | 3,800 | (320) | 400 |
| Depreciation | 5,728 | 4,836 | 4,800 | 3,600 | (1,236) | (1,200) |
| Total Operating Expenses | 63,121 | 72,119 | 71,800 | 64,800 | (7,319) | (7,000) |
| Operating Income (Loss) | (42,518) | (43,619) | (56,800) | (52,800) | (9,181) | 4,000 |
| Non Operating Expense | | | | | | |
| Amortization issuance cost | 18 | - | - | - | - | - |
| Total Non Operating Expenses | 18 | - | - | - | - | - |
| Net Income | (42,536) | (43,619) | (56,800) | (52,800) | (9,181) | 4,000 |

IVGID Departmental Budget Summary

**Facilities - Marketing
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est. Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|------------------------------------|---------------------------|---------------------------|--------------------------------|---------------------------|------------------------------|----------------------------------|
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 3,435 | 2,053 | 3,400 | 7,097 | 5,044 | 3,697 |
| Employee Fringe | 1,366 | 847 | 1360 | 1,408 | 561 | 48 |
| Services and Supplies | 67,107 | 78,865 | 55,500 | 29,300 | (49,565) | (26,200) |
| Utilities | 259 | 384 | 50 | 0 | (384) | (50) |
| Total Expenditures and Uses | 72,167 | 82,149 | 60,310 | 37,805 | -44,344 | -22,505 |
| Net Sources and Uses | -72,167 | -82,149 | -60,310 | -37,805 | 44,344 | 22,505 |

The schedule on this page is only presented as Net Sources and Uses as the Operating and Net Income schedule presents the same information

Mission:

Each of us is committed to providing an exceptional guest experience, building an inspiring work environment, and operating our resort responsibly.

Our Customers and Service Levels

Diamond Peak's customer base is composed of mostly beginner and intermediate skiers and snowboarders who visit the ski area with one or more family members. The majority of our visitors come from Northern California – with a large percentage coming from the San Francisco Bay Area. About 20% of our skiers in a given season are local residents or property owners who generally carry a season pass. Diamond Peak sells approximately 1,500 season passes each season and that number has been growing by more than 10% per year in recent years.

Diamond Peak provides downhill skiing and snowboarding activities on 655 skiable acres from early December until mid April each year. Along with groomed trails, snowmaking and terrain park features, Diamond Peak offers a variety of ski and snowboard lessons and lesson packages to suit virtually every need along with a well-stocked rental shop and food and beverage services in two lodges. During the ski season which covers from early December until mid April each year Diamond Peak is open 7 days a week opening ticket windows at 9AM and shutting down lift operations down at 4PM. The food and beverage operations include the newly renovated Food Court area, the newly expanded loft bar, outside barbeques and the Snowflake Lodge located at the top of the Lakeview chairlift.

For the full calendar year, Diamond Peak now operates the Hyatt Sport Shop located adjacent to the main lobby of the Hyatt hotel in Incline Village. During the winter months, the Hyatt Shop provides an opportunity for Hyatt guests to purchase Diamond Peak services as well as to rent skis and snowboards within steps of their room at the hotel. During the summer months, the Hyatt Sport Shop sells golf rounds at both the Championship and Mountain Golf courses, tennis court time at the Recreation Center, Golf soft and hard goods, as well as bicycle rentals and a variety of retail soft goods. The shop operates under contract as a partnership with IVGID, the Hyatt, and the Village Ski Loft to offer a full line of products and services through the year.

Diamond Peak Ski Resort's Major Initiatives and District Goals and Objectives

Diamond Peak Ski Resort major initiatives support the District's Long Term Goals which focus on five areas; 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. Ski's major annual initiatives are listed below and each ties to one of the five goal statements or is a direct 2009-2010 objective. The Introduction Section on page 22 outlines the specific Long Term Goals and the District annual objectives.

- A. Customer Service
- B. Marketing Plan
- C. Operation of the Hyatt Sport Shop
- D. Rental Shop Yield

Initiatives and Program Measures

- A. Customer Service – Supports Long Term District Goal 4 - Services: 100% achievement would be measured by maintaining or increasing the Net Promoter Score (NPS) from the previous Fiscal Year.
- B. Marketing Plan – Supports Long Term District Goal 2 – Finance: Diamond Peak will continue to aggressively pursue our very successful Bay Area family segment. In light of recent economic changes, we will be pointing most of our new programs at the bargain seeking, value conscious skiing public that clearly makes up the majority of consumers at the moment. With a strong price point positioning, Diamond Peak is once again positioned well to make the best of difficult economic conditions.
- C. Operation of the Hyatt Sport Shop- Supports Long Term District Goal 2 – Finance and Long Term District Goal 4- Service: This location is the ideal facility for Diamond Peak and IVGID to grow sales of Ski, Golf, and Tennis as well as soft goods within the largest lodging property in Incline Village. Measuring success will hinge on tracking incremental revenue and profit margins to last year's.
- D. Rental Shop – Supports Long Term District Goal 2 – Finance and Long Term District Goal 4- Service: Continue to find ways to leverage the success of the Diamond Peak Rental Shop. The Last year's improvements in the Diamond Peak Rental Shop facilities and processes produced measureable gains in both capacity and yield for the 2010-2011 season. For the first time in the history of the Diamond Peak Rental Shop, annual revenue exceeded \$800,000.00.

The program measures on the below will be used to measure the success of the Diamond Peak Ski Resort Business Plan:

| Diamond Peak Ski Resort | 2009-2010 Actual | 2010-2011 Budget | 2010-2011 Estimated Actual | 2011-2012 Budget |
|---------------------------------|---------------------|---------------------|----------------------------------|---------------------|
| Opening Date | | 12/16/2010 | 12/16/10 | 12/15/11 |
| Closing Date | | 4/17/2011 | 4/25/200 | 04/15/12 |
| Operating Days | 116 | 122 | 130 | 122 |
| Skier Visits (daily tickets) | 126,867 | 110,000 | 131,371 | 115,000 |
| Revenue Per Skier Visit | \$45.07 | \$51.45 | \$46.47 | \$52.42 |
| Cost Per Skier Visit | | \$51.75 | \$51.75 | \$52.44 |
| Revenue Department | | | | |
| <u>Revenue per Skier Visit</u> | | | | |
| Ski School/Comp R/SV | \$4.31 | \$4.61 | \$4.06 | \$4.35 |
| Child Ski Center R/SV | \$4.55 | \$4.97 | \$4.50 | \$4.95 |
| Rental & Repair R/SV | \$6.36 | \$6.65 | \$6.60 | \$6.86 |
| Food & Beverage R/SV | \$6.21 | \$6.50 | \$6.15 | \$6.50 |
| R/SV = revenue per skier visits | | | | |

Our Team: Work Force to meet Initiatives and Support District Long Term Goals

The following table shows the full-time equivalents (FTE) and cost of labor to operate ski and execute their major initiatives:

| Full-Time Equivalents | | | | | Cost of Labor, Taxes and Benefits | | | |
|-----------------------|------|-----|---------|---|-----------------------------------|-------------|----------|-------------|
| Total FTE | FTYR | SM | PT/SEAS | | Total | FTYR | SM | PT/SEAS |
| 2.0 | 1.7 | - | 0.3 | Administration | 241,713 | 234,536 | - | 7,177 |
| 25.0 | 7.0 | 0.5 | 17.5 | Mountain Operations | 1,042,150 | 603,481 | 25,045 | 413,624 |
| 5.8 | 1.0 | - | 4.8 | Tickets | 187,195 | 67,797 | - | 119,398 |
| 5.2 | 0.5 | - | 4.7 | Ski School | 231,259 | 56,364 | - | 174,895 |
| 7.2 | - | 0.5 | 6.7 | Child Ski Center | 239,706 | - | 44,579 | 195,127 |
| 3.6 | 0.5 | - | 3.1 | Rental Shop | 104,872 | 37,048 | - | 67,824 |
| 5.7 | 1.8 | - | 3.9 | Food and Beverage | 235,203 | 150,221 | - | 84,982 |
| 3.5 | 0.5 | - | 3.0 | Hyatt Sport Shop | 106,441 | 37,846 | - | 68,595 |
| 3.4 | 2.7 | - | 0.7 | Marketing | 245,809 | 230,392 | - | 15,417 |
| 61.3 | 15.6 | 1.0 | 44.7 | Total Full-Time Equivalents and Cost | \$2,634,348 | \$1,417,685 | \$69,624 | \$1,147,039 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

The following table compares year on year budgeted FTE for all Diamond Peak operations. The increase of 2.7 FTE is the result of staffing the Hyatt Sports Shop. The Board approved this initiative last fiscal year however it was not reflected in the last year's 2010-2011 FTE.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 61.2 | 59.5 | 60.3 | 58.6 | 61.3 |

Pricing our Services, Revenue Strategies, and Key Rates

Prior to the start of the 2008-09 ski season, Diamond Peak made the decision that, given economic conditions, we would keep our lead ticket price under the \$50 benchmark. The thinking was that keeping our price point on the lower end of our local competition would position us well to bring in the price shopping skiers that we anticipated would be prevalent in a soft economy. For the 2009-10 ski season, Diamond Peak adopted the same philosophy in developing our pricing model as we did not see any indication that the economy was moving in a positive direction. For the last two seasons, a combination of favorable weather conditions and a price-conscious skiing public have brought us skier counts of 17% and 14% (estimated) above average respectively and allowed Diamond Peak to produce profit margins in both cases several times that of budget.

Diamond Peak staff has actively followed national and regional market trends and we believe that there is now an opportunity to revisit our lead ticket price as well as the ancillary products that we have adjusted almost every season. In particular, in areas of strong and/or growing sales, we will be adjusting our pricing model to grow skier yields.

The improvements made to the Diamond Peak base lodge during the summer of 2008 is showing, and will continue to show, improvements in Food and Beverage and Rental Shop capacity and skier yield. Staff will continue to learn the best, most efficient and most profitable way to operate these new facilities and we fully expect to continue to grow the success of these areas.

Rather than a tiered pricing structure as a means of capitalizing on high demand periods, Diamond Peak has opted for the less visible approach of severely limiting and (in most cases) eliminating discount offers during these periods. For the 2011-12 ski season, Diamond Peak will al-

low absolutely not reduced price lift tickets during the two major holiday periods of the ski season (Dec. 19, 2011 – Jan. 1, 2012 and Feb. 18, 2012 – Feb. 25, 2012). Staff believes that through this approach, we will be better able to boost the skier yield by capitalizing on these high demand periods. With the price increase noted below, Diamond Peak has spread the difference between the resident and non-resident daily ticket rates from 20% to 25%.

| Lift Tickets | Non Resident | | Resident | |
|--------------------------------|--------------|----------|----------|----------|
| | All Day | Half-Day | All Day | Half-Day |
| Adult (18-64) | \$54.00 | \$42.00 | \$41.00 | \$33.00 |
| Youth (15-17) & Senior (65-79) | \$43.00 | \$33.00 | \$32.00 | \$27.00 |
| Child (7-14) | \$20.00 | \$15.00 | \$15.00 | \$12.00 |
| 6 and under and senior (80+) | Free | Free | Free | Free |

Impact to Recreation Facility Fee

The Recreation Facility Fee is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. The Recreation Facility Fee is stated in terms of its impact per parcel/chargeable dwelling unit within the District's boundaries. The impact of ski operations and major initiatives to the Recreation Fee is as stated below:

| | (1) | (2) | (3) | (sum 1,2,3) | Amount |
|------------------------------------|-----------|---------|--------------|-------------------------------|---------------------------|
| Recreation Facility Fee | Operating | Capital | Debt Service | Total Recreation Facility Fee | (Parcel/unit x Total RFF) |
| Diamond Peak Ski Resort | (\$112) | \$57 | \$20 | (\$35) | (\$288,680) |
| * CIP Fee for Debt Service for Ski | | | \$100 | \$100 | \$824,800 |

*Capital Improvement Project

The total Recreation Facility Fee of (\$35) represents the ski portion of the Recreation Facility Fee needed to support ski activities. Since the total ski portion is bracketed it indicates that ski will be cash positive. The Recreation Fee is made up of operating, capital expenditures, and debt service related to ski operations on a per parcel/chargeable dwelling unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, and allocating a portion of the Community Services overhead and General Fund administrative overhead. The bracketed \$112 operating component means that Diamond Peak Ski Resort is budgeted to be cash positive on a per parcel/dwelling unit basis from its operations. The \$57 capital component represents the 2011-2012 planned ski capital expenditures and the \$20 represents the debt service related component for ski.

The \$110 CIP Fee is to cover the debt service payments to pay for the bonds that were used to renovate the Diamond Peak Lodge and construe the new Skier Services Building. The \$110 CIP Fee will sunset in 2018.

The following table shows the last four years of Diamond Peak Recreation Fee and budget for 2011-2012.

| | Budget 2007-08 | Budget 2008-09 | Budget 2009-10 | Budget 2010-11 | Budget 2011-12 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Diamond Peak | \$56 | \$41 | \$22 | \$151 | (\$35) |
| * CIP Fee for Debt Service for Ski | | \$110 | 110 | \$110 | \$110 |

Infrastructure and Capital to Support Service Levels

The Diamond Peak Ski Resort is budgeted to spend \$467,393 in capital expenditures in 2011-2012 of which the largest project is the Replace Ski Rental Equipment for \$197,000. A detailed list of the five-year Diamond Peak Ski Resort capital plan can be found after the ski budget schedules. Please note that the Board of Trustees only approved year one, 2011-2012, of the five-year capital plan.

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to the departments. For the 2011-2012 fiscal year, the District Buildings Department internal charge to the Diamond Peak Ski Resort is \$47,200 to maintain new and existing infrastructure and the District Fleet Department's internal charge is \$198,000 to maintain and repair new and existing equipment and rolling stock.



Diamond Peak

LIFT TICKET RATES

| | 2010-2011 BUDGET | 2011-2012 BUDGET | | |
|---|-----------------------------|-----------------------------|-------------------------------|------------------|
| SKI RESORT | | | | |
| (Rates subject to change depending on market conditions) | | | Rates to be Determined | |
| Diamond Peak Ski Tickets | | | | |
| Adult - All Day (Age 18-64) | \$49.00 | | \$54.00 | |
| Adult - Half Day | \$38.00 | | \$42.00 | |
| Youth (15-17 must show ID) and Senior (65-69) | \$39.00 | | \$43.00 | |
| Youth - Half Day (15-17 must show ID) and Senior (65-69) | \$30.00 | | \$33.00 | |
| Child - All Day and Super Senior (70-79) | \$18.00 | | \$20.00 | |
| Child - Half Day and Super Senior (70-79) | \$14.00 | | \$15.00 | |
| Senior - All Day (Age 65 - 79) | \$18.00 | | \$43.00 | |
| Senior - Half Day | \$14.00 | | \$33.00 | |
| 6 & Under & 80+ | FREE | | FREE | |
| Resident Rates | | | | |
| Adult - All Day | \$39.00 | | \$41.00 | |
| Adult - Half Day | \$30.00 | | \$33.00 | |
| Child - All Day (Age 7-12) | \$15.00 | | \$15.00 | |
| Child - Half Day | \$11.00 | | \$12.00 | |
| Senior (Age 60-64) | | | \$27.00 | |
| Senior Half Day (Age 60-64) | | | \$21.00 | |
| Senior - All Day (Age 65+) | \$31.00 | | \$27.00 | |
| Senior - Half Day | \$25.00 | | \$21.00 | |
| Teen - All Day (Age 13-17) | \$31.00 | | \$32.00 | |
| Teen - Half Day | \$25.00 | | \$27.00 | |
| Season Passes | | | | |
| | Early | Full Rate | Early | Full Rate |
| Adult (Age 18-59) | \$454.00 | \$567.00 | \$454.00 | \$567.00 |
| Adult Resident | \$369.00 | \$461.00 | \$369.00 | \$461.00 |
| Child (Age 7-12) | \$156.00 | \$196.00 | \$156.00 | \$196.00 |
| Child Resident | \$127.00 | \$159.00 | \$127.00 | \$159.00 |
| Youth (Age 13-17) | \$188.00 | \$235.00 | \$188.00 | \$235.00 |
| Youth Resident | \$153.00 | \$191.00 | \$153.00 | \$191.00 |
| College | \$209.00 | \$261.00 | \$209.00 | \$261.00 |
| College Resident | \$170.00 | \$212.00 | \$170.00 | \$212.00 |
| Senior (Age 60 - 69) | \$188.00 | \$235.00 | \$188.00 | \$235.00 |
| Senior Resident (Age 60 - 69) | \$153.00 | \$191.00 | \$153.00 | \$191.00 |
| Senior (Age 70-79) | \$52.00 | \$65.00 | \$52.00 | \$65.00 |
| Senior Resident (Age 70-79) | \$42.00 | \$53.00 | \$42.00 | \$53.00 |
| Beginner Pass | n/a | n/a | \$109.00 | \$109.00 |
| Restricted Pass - Res Only | n/a | n/a | \$220.00 | \$220.00 |
| Packages | | | | |
| First-time Beginner | | \$91.00 | | |

IVGID Departmental Budget Summary

**Ski Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 5,718,239 | 5,659,533 | 6,104,430 | 6,027,800 | 368,267 | (76,630) |
| Other Financing Sources | | | | | | |
| Non Operating Leases | 33,889 | 26,400 | 24,400 | 26,400 | - | 2,000 |
| Proceeds from capital assets dispositions | 97,291 | - | - | - | - | - |
| Total Revenues and Other Sources | 5,849,419 | 5,685,933 | 6,128,830 | 6,054,200 | 368,267 | (74,630) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,721,864 | 1,908,309 | 1,988,700 | 1,971,632 | 63,323 | (17,068) |
| Employee Fringe | 574,358 | 613,794 | 636,600 | 662,716 | 48,922 | 26,116 |
| Professional Services | 11,415 | 9,242 | 11,920 | 10,500 | 1,258 | (1,420) |
| Services and Supplies | 1,038,541 | 1,174,508 | 1,307,200 | 1,273,220 | 98,712 | (33,980) |
| Insurance | 211,089 | 215,988 | 152,300 | 162,500 | (53,488) | 10,200 |
| Utilities | 394,879 | 553,087 | 406,310 | 601,100 | 48,013 | 194,790 |
| Cost of Goods and Services Sold | 220,918 | 192,836 | 248,300 | 214,570 | 21,734 | (33,730) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 1,449,863 | 5,103,720 | 4,580,424 | 467,393 | (4,636,327) | (4,113,031) |
| Debt Service | | | | | | |
| Principal | 946,580 | 977,452 | 977,452 | 877,596 | (99,856) | (99,856) |
| Interest | 344,689 | 318,369 | 318,369 | 288,436 | (29,933) | (29,933) |
| Fiscal Agent Fees | 315 | 591 | 591 | 712 | 121 | 121 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | (3,400,000) | (3,400,000) | - | 3,400,000 | 3,400,000 |
| Total Expenditures and Uses | 6,914,511 | 7,667,896 | 7,228,166 | 6,530,375 | (1,137,521) | (697,791) |
| Net Sources or Uses | (1,065,092) | (1,981,963) | (1,099,336) | (476,175) | 1,505,788 | 623,161 |

IVGID Departmental Budget Summary

Ski Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 5,718,239 | 5,659,533 | 6,104,430 | 6,027,800 | 368,267 | (76,630) |
| Total Operating Revenue | 5,718,239 | 5,659,533 | 6,104,430 | 6,027,800 | 368,267 | (76,630) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,721,864 | 1,908,309 | 1,988,700 | 1,971,632 | 63,323 | (17,068) |
| Employee Fringe | 574,358 | 613,794 | 636,600 | 662,716 | 48,922 | 26,116 |
| Professional Services | 11,415 | 9,242 | 11,920 | 10,500 | 1,258 | (1,420) |
| Services and Supplies | 1,038,541 | 1,174,508 | 1,307,200 | 1,273,220 | 98,712 | (33,980) |
| Insurance | 211,089 | 215,988 | 152,300 | 162,500 | (53,488) | 10,200 |
| Utilities | 394,879 | 553,087 | 406,310 | 601,100 | 48,013 | 194,790 |
| Cost of Goods and Services Sold | 220,918 | 192,836 | 248,300 | 214,570 | 21,734 | (33,730) |
| Depreciation | 993,450 | 1,264,381 | 1,159,800 | 1,124,900 | (139,481) | (34,900) |
| Total Operating Expenses | 5,166,514 | 5,932,145 | 5,911,130 | 6,021,138 | 88,993 | 110,008 |
| Operating Income (Loss) | 551,725 | (272,612) | 193,300 | 6,662 | 279,274 | (186,638) |
| Non Operating Revenues | | | | | | |
| Non Operating Leases | 33,889 | 26,400 | 24,400 | 26,400 | - | 2,000 |
| Gain (loss) on disposal of assets | 97,291 | - | - | - | - | - |
| Total nonoperating revenue | 131,180 | 26,400 | 24,400 | 26,400 | - | 2,000 |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 344,689 | 318,369 | 318,369 | 288,436 | (29,933) | (29,933) |
| Amortization issuance cost | (60,843) | (64,026) | (64,026) | (78,500) | (14,474) | (14,474) |
| Fiscal Agent Fee | 315 | 591 | 591 | 712 | 121 | 121 |
| Total Non Operating Expenses | 284,161 | 254,934 | 254,934 | 210,648 | (44,286) | (44,286) |
| Net Income | 398,744 | (501,146) | (37,234) | (177,586) | 323,560 | (140,352) |

IVGID Departmental Budget Summary

Ski - Mountain Operations

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 2,970,928 | 3,114,982 | 2,940,000 | 3,090,400 | (24,582) | 150,400 |
| Other Financing Sources | | | | | | |
| Non Operating Leases | 5,005 | - | - | - | - | - |
| Total Revenues and Other Sources | 2,975,933 | 3,114,982 | 2,940,000 | 3,090,400 | (24,582) | 150,400 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 820,118 | 918,683 | 919,400 | 915,879 | (2,804) | (3,521) |
| Employee Fringe | 276,366 | 297,086 | 299,900 | 313,466 | 16,380 | 13,566 |
| Services and Supplies | 480,279 | 585,077 | 626,300 | 604,400 | 19,323 | (21,900) |
| Insurance | - | - | 1,800 | - | - | (1,800) |
| Utilities | 362,917 | 524,109 | 357,500 | 564,800 | 40,691 | 207,300 |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 413,015 | 458,330 | - | (413,015) | (458,330) |
| Total Expenditures and Uses | 1,939,680 | 2,737,970 | 2,663,230 | 2,398,545 | (339,425) | (264,685) |
| Net Sources and Uses | 1,036,253 | 377,012 | 276,770 | 691,855 | 314,843 | 415,085 |



IVGID Departmental Budget Summary

Ski - Mountain Operations

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-----------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 2,970,928 | 3,114,982 | 2,940,000 | 3,090,400 | (24,582) | 150,400 |
| Total Operating Revenue | 2,970,928 | 3,114,982 | 2,940,000 | 3,090,400 | (24,582) | 150,400 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 820,118 | 918,683 | 919,400 | 915,879 | (2,804) | (3,521) |
| Employee Fringe | 276,366 | 297,086 | 299,900 | 313,466 | 16,380 | 13,566 |
| Services and Supplies | 480,279 | 585,077 | 626,300 | 604,400 | 19,323 | (21,900) |
| Insurance | - | - | 1,800 | - | - | (1,800) |
| Utilities | 362,917 | 524,109 | 357,500 | 564,800 | 40,691 | 207,300 |
| Total Operating Expenses | 1,939,680 | 2,324,955 | 2,204,900 | 2,398,545 | 73,590 | 193,645 |
| Operating Income (Loss) | 1,031,248 | 790,027 | 735,100 | 691,855 | (98,172) | (43,245) |
| Non Operating Revenues | | | | | | |
| Non Operating Leases | 5,005 | - | - | - | - | - |
| Total nonoperating revenue | 5,005 | - | - | - | - | - |
| Net Income | 1,036,253 | 790,027 | 735,100 | 691,855 | (98,172) | (43,245) |

IVGID Departmental Budget Summary

**Ski - Ski School
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 1,124,388 | 1,053,737 | 1,125,500 | 1,069,500 | 15,763 | (56,000) |
| Total Revenues and Other Sources | 1,124,388 | 1,053,737 | 1,125,500 | 1,069,500 | 15,763 | (56,000) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 342,758 | 380,163 | 385,800 | 390,017 | 9,854 | 4,217 |
| Employee Fringe | 73,920 | 75,536 | 74,700 | 80,948 | 5,412 | 6,248 |
| Services and Supplies | 21,829 | 26,565 | 38,000 | 42,000 | 15,435 | 4,000 |
| Utilities | 626 | 602 | 1,150 | 800 | 198 | (350) |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 45,500 | 3,989 | - | (45,500) | (3,989) |
| Total Expenditures and Uses | 439,133 | 528,366 | 503,639 | 513,765 | (14,601) | 10,126 |
| Net Sources and Uses | 685,255 | 525,371 | 621,861 | 555,735 | 30,364 | (66,126) |



IVGID Departmental Budget Summary

**Ski - Ski School
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 1,124,388 | 1,053,737 | 1,125,500 | 1,069,500 | 15,763 | (56,000) |
| Total Operating Revenue | 1,124,388 | 1,053,737 | 1,125,500 | 1,069,500 | 15,763 | (56,000) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 342,758 | 380,163 | 385,800 | 390,017 | 9,854 | 4,217 |
| Employee Fringe | 73,920 | 75,536 | 74,700 | 80,948 | 5,412 | 6,248 |
| Services and Supplies | 21,829 | 26,565 | 38,000 | 42,000 | 15,435 | 4,000 |
| Utilities | 626 | 602 | 1,150 | 800 | 198 | (350) |
| Total Operating Expenses | 439,133 | 482,866 | 499,650 | 513,765 | 30,899 | 14,115 |
| Operating Income (Loss) | 685,255 | 570,871 | 625,850 | 555,735 | (15,136) | (70,115) |
| Net Income | 685,255 | 570,871 | 625,850 | 555,735 | (15,136) | (70,115) |

IVGID Departmental Budget Summary

Ski - Rental and Repair Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 806,465 | 731,500 | 866,400 | 788,500 | 57,000 | (77,900) |
| Total Revenues and Other Sources | 806,465 | 731,500 | 866,400 | 788,500 | 57,000 | (77,900) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 71,029 | 82,780 | 84,000 | 78,678 | (4,102) | (5,322) |
| Employee Fringe | 24,220 | 24,877 | 24,900 | 26,194 | 1,317 | 1,294 |
| Services and Supplies | 5,577 | 7,550 | 6,100 | 11,800 | 4,250 | 5,700 |
| Utilities | 170 | 145 | 160 | 200 | 55 | 40 |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 178,000 | 171,327 | - | (178,000) | (171,327) |
| Total Expenditures and Uses | 100,996 | 293,352 | 286,487 | 116,872 | (176,480) | (169,615) |
| Net Sources and Uses | 705,469 | 438,148 | 579,913 | 671,628 | 233,480 | 91,715 |



IVGID Departmental Budget Summary

Ski - Rental and Repair Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 806,465 | 731,500 | 866,400 | 788,500 | 57,000 | (77,900) |
| Total Operating Revenue | 806,465 | 731,500 | 866,400 | 788,500 | 57,000 | (77,900) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 71,029 | 82,780 | 84,000 | 78,678 | (4,102) | (5,322) |
| Employee Fringe | 24,220 | 24,877 | 24,900 | 26,194 | 1,317 | 1,294 |
| Services and Supplies | 5,577 | 7,550 | 6,100 | 11,800 | 4,250 | 5,700 |
| Utilities | 170 | 145 | 160 | 200 | 55 | 40 |
| Total Operating Expenses | 100,996 | 115,352 | 115,160 | 116,872 | 1,520 | 1,712 |
| Operating Income (Loss) | 705,469 | 616,148 | 751,240 | 671,628 | 55,480 | (79,612) |
| Net Income | 705,469 | 616,148 | 751,240 | 671,628 | 55,480 | (79,612) |

IVGID Departmental Budget Summary

Ski - Food and Beverage

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 787,690 | 715,000 | 807,500 | 747,600 | 32,600 | (59,900) |
| Total Revenues and Other Sources | 787,690 | 715,000 | 807,500 | 747,600 | 32,600 | (59,900) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 182,786 | 199,564 | 217,500 | 174,639 | (24,925) | (42,861) |
| Employee Fringe | 62,032 | 69,724 | 74,000 | 60,564 | (9,160) | (13,436) |
| Services and Supplies | 90,069 | 111,410 | 115,300 | 114,400 | 2,990 | (900) |
| Utilities | 19,354 | 20,226 | 20,400 | 22,800 | 2,574 | 2,400 |
| Cost of Goods and Services Sold | 220,644 | 192,836 | 248,300 | 214,570 | 21,734 | (33,730) |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 27,205 | - | - | (27,205) | - |
| Total Expenditures and Uses | 574,885 | 620,965 | 675,500 | 586,973 | (33,992) | (88,527) |
| Net Sources and Uses | 212,805 | 94,035 | 132,000 | 160,627 | 66,592 | 28,627 |



IVGID Departmental Budget Summary

Ski - Food and Beverage

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 787,690 | 715,000 | 807,500 | 747,600 | 32,600 | (59,900) |
| Total Operating Revenue | 787,690 | 715,000 | 807,500 | 747,600 | 32,600 | (59,900) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 182,786 | 199,564 | 217,500 | 174,639 | (24,925) | (42,861) |
| Employee Fringe | 62,032 | 69,724 | 74,000 | 60,564 | (9,160) | (13,436) |
| Services and Supplies | 90,069 | 111,410 | 115,300 | 114,400 | 2,990 | (900) |
| Utilities | 19,354 | 20,226 | 20,400 | 22,800 | 2,574 | 2,400 |
| Cost of Goods and Services Sold | 220,644 | 192,836 | 248,300 | 214,570 | 21,734 | (33,730) |
| Depreciation | 7,262 | 7,265 | 4,000 | 11,600 | 4,335 | 7,600 |
| Total Operating Expenses | 582,147 | 601,025 | 679,500 | 598,573 | (2,452) | (80,927) |
| Operating Income (Loss) | 205,543 | 113,975 | 128,000 | 149,027 | 35,052 | 21,027 |
| Net Income | 205,543 | 113,975 | 128,000 | 149,027 | 35,052 | 21,027 |

IVGID Departmental Budget Summary

**Ski - General Administration
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Other Financing Sources | | | | | | |
| Non Operating Leases | 26,424 | 26,400 | 24,400 | 26,400 | - | 2,000 |
| Proceeds from capital assets dispositions | 97,291 | - | - | - | - | - |
| Total Revenues and Other Sources | 123,715 | 26,400 | 24,400 | 26,400 | - | 2,000 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 144,767 | 164,240 | 152,000 | 162,715 | (1,525) | 10,715 |
| Employee Fringe | 62,576 | 72,467 | 62,000 | 78,998 | 6,531 | 16,998 |
| Professional Services | 11,415 | 9,242 | 11,800 | 10,500 | 1,258 | (1,300) |
| Services and Supplies | 119,036 | 100,772 | 126,000 | 121,600 | 20,828 | (4,400) |
| Insurance | 211,089 | 215,988 | 150,500 | 162,500 | (53,488) | 12,000 |
| Utilities | 8,546 | 5,084 | 23,000 | 7,700 | 2,616 | (15,300) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 1,449,863 | 4,425,000 | 3,901,048 | 467,393 | (3,957,607) | (3,433,655) |
| Debt Service | | | | | | |
| Principal | 946,580 | 977,452 | 977,452 | 877,596 | (99,856) | (99,856) |
| Interest | 344,689 | 318,369 | 318,369 | 288,436 | (29,933) | (29,933) |
| Fiscal Agent Fees | 315 | 591 | 591 | 712 | 121 | 121 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital Resources | - | (3,400,000) | (3,400,000) | - | 3,400,000 | 3,400,000 |
| Total Expenditures and Uses | 3,298,876 | 2,889,205 | 2,322,760 | 2,178,150 | (711,055) | (144,610) |
| Net Sources and Uses | (3,175,161) | (2,862,805) | (2,298,360) | (2,151,750) | 711,055 | 146,610 |

IVGID Departmental Budget Summary

**Ski - General Administration
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|--------------------------|
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 144,767 | 164,240 | 152,000 | 162,715 | (1,525) | 10,715 |
| Employee Fringe | 62,576 | 72,467 | 62,000 | 78,998 | 6,531 | 16,998 |
| Professional Services | 11,415 | 9,242 | 11,800 | 10,500 | 1,258 | (1,300) |
| Services and Supplies | 119,036 | 100,772 | 126,000 | 121,600 | 20,828 | (4,400) |
| Insurance | 211,089 | 215,988 | 150,500 | 162,500 | (53,488) | 12,000 |
| Utilities | 8,546 | 5,084 | 23,000 | 7,700 | 2,616 | (15,300) |
| Depreciation | 985,522 | 1,257,116 | 1,155,800 | 1,113,300 | (143,816) | (42,500) |
| Total Operating Expenses | 1,542,951 | 1,824,909 | 1,681,100 | 1,657,313 | (167,596) | (23,787) |
| Operating Income (Loss) | (1,542,951) | (1,824,909) | (1,681,100) | (1,657,313) | 167,596 | 23,787 |
| Non Operating Revenues | | | | | | |
| Non Operating Leases | 26,424 | 26,400 | 24,400 | 26,400 | - | 2,000 |
| Gain (loss) on disposal of assets | 97,291 | - | - | - | - | - |
| Total Non Operating Revenue | 123,715 | 26,400 | 24,400 | 26,400 | - | 2,000 |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 344,689 | 318,369 | 318,369 | 288,436 | (29,933) | (29,933) |
| Amortization issuance cost | (60,843) | (64,026) | (64,026) | (78,500) | (14,474) | (14,474) |
| Fiscal Agent Fee | 315 | 591 | 591 | 712 | 121 | 121 |
| Total Non Operating Expenses | 284,161 | 254,934 | 254,934 | 210,648 | (44,286) | (44,286) |
| Net Income | (1,703,397) | (2,053,443) | (1,911,634) | (1,841,561) | 211,882 | 70,073 |



IVGID Departmental Budget Summary

**Ski - Marketing
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 149,208 | 162,879 | 155,000 | 167,257 | 4,378 | 12,257 |
| Employee Fringe | 70,153 | 74,104 | 73,300 | 78,552 | 4,448 | 5,252 |
| Services and Supplies | 313,712 | 343,134 | 330,000 | 366,820 | 23,686 | 36,820 |
| Utilities | 3,266 | 2,921 | 2,700 | 2,800 | (121) | 100 |
| Total Expenditures and Uses | 536,339 | 583,038 | 561,000 | 615,429 | 32,391 | 54,429 |
| Net Sources and Uses | -536,339 | -583,038 | -561,000 | -615,429 | -32,391 | -54,429 |

The Marketing schedule on this page is only presented as Net Sources and Uses as the Operating and Net Income schedule presents the same information

IVGID Departmental Budget Summary

Ski - Concessions

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 28,244 | 44,314 | 48,780 | 52,900 | 8,586 | 4,120 |
| Total Revenues and Other Sources | 28,244 | 44,314 | 48,780 | 52,900 | 8,586 | 4,120 |
| Expenditures and Uses | | | | | | |
| Professional Services | - | - | 120 | - | - | (120) |
| Services and Supplies | - | - | 6,500 | 4,500 | 4,500 | (2,000) |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 15,000 | - | - | (15,000) | - |
| Total Expenditures and Uses | - | 15,000 | 6,620 | 4,500 | (10,500) | (2,120) |
| Net Sources and Uses | 28,244 | 29,314 | 42,160 | 48,400 | 19,086 | 6,240 |



IVGID Departmental Budget Summary

Ski - Concessions

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 28,244 | 44,314 | 48,780 | 52,900 | 8,586 | 4,120 |
| Total Operating Revenue | 28,244 | 44,314 | 48,780 | 52,900 | 8,586 | 4,120 |
| Operating Expenses | | | | | | |
| Professional Services | - | - | 120 | - | - | (120) |
| Services and Supplies | - | - | 6,500 | 4,500 | 4,500 | (2,000) |
| Total Operating Expenses | - | - | 6,620 | 4,500 | 4,500 | (2,120) |
| Operating Income (Loss) | 28,244 | 44,314 | 42,160 | 48,400 | 4,086 | 6,240 |
| Net Income | 28,244 | 44,314 | 42,160 | 48,400 | 4,086 | 6,240 |

IVGID Departmental Budget Summary

Ski - Hyatt Sport Shop

Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 524 | - | 316,250 | 278,900 | 278,900 | (37,350) |
| Other Financing Sources | | | | | | |
| Non Operating Leases | 2,460 | - | - | - | - | - |
| Total Revenues and Other Sources | 2,984 | - | 316,250 | 278,900 | 278,900 | (37,350) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 11,198 | - | 75,000 | 82,447 | 82,447 | 7,447 |
| Employee Fringe | 5,091 | - | 27,800 | 23,994 | 23,994 | (3,806) |
| Services and Supplies | 8,039 | - | 59,000 | 7,700 | 7,700 | (51,300) |
| Utilities | - | - | 1,400 | 2,000 | 2,000 | 600 |
| Cost of Goods and Services Sold | 274 | - | - | - | - | - |
| Capital Expenditures | - | - | 45,730 | - | - | (45,730) |
| Total Expenditures and Uses | 24,602 | - | 208,930 | 116,141 | 116,141 | (92,789) |
| Net Sources and Uses | (21,618) | - | 107,320 | 162,759 | 162,759 | 55,439 |



IVGID Departmental Budget Summary

Ski - Hyatt Sport Shop

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|------------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 524 | - | 316,250 | 278,900 | 278,900 | (37,350) |
| Total Operating Revenue | 524 | - | 316,250 | 278,900 | 278,900 | (37,350) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 11,198 | - | 75,000 | 82,447 | 82,447 | 7,447 |
| Employee Fringe | 5,091 | - | 27,800 | 23,994 | 23,994 | (3,806) |
| Services and Supplies | 8,039 | - | 59,000 | 7,700 | 7,700 | (51,300) |
| Utilities | - | - | 1,400 | 2,000 | 2,000 | 600 |
| Cost of Goods and Services Sold | 274 | - | - | - | - | - |
| Depreciation | 666 | - | - | - | - | - |
| Total Operating Expenses | 25,268 | - | 163,200 | 116,141 | 116,141 | (47,059) |
| Operating Income (Loss) | (24,744) | - | 153,050 | 162,759 | 162,759 | 9,709 |
| Non Operating Revenues | | | | | | |
| Non Operating Leases | 2,460 | - | - | - | - | - |
| Total Non Operating Revenue | 2,460 | - | - | - | - | - |
| Net Income | (22,284) | - | 153,050 | 162,759 | 162,759 | 9,709 |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--|-------------|-------------|-------------|-------------|-------------|-----------|
| Community Services | | | | | | |
| <i>Ski</i> | | | | | | |
| Incline Creek Culvert Rehabilitation | 60,000 | 135,000 | 875,000 | - | - | 1,070,000 |
| Implement Snowmaking Master Plan - Phase 3 | - | 208,000 | - | 25,750 | 661,020 | 894,770 |
| Replace Ski Rental Equipment | 197,000 | 208,000 | 198,000 | 190,000 | 295,000 | 1,088,000 |
| Replace Snowflake wooden deck | - | 86,400 | - | - | - | 86,400 |
| Vehicle Shop/ Snowmaking Pumphouse | - | - | 24,190 | - | - | 24,190 |
| Snowmaking Compressors | - | - | - | - | - | - |
| Replace Operations Equipment | 34,000 | - | - | - | - | 34,000 |
| Snowmaking pipe replacement | 40,000 | - | 25,000 | 25,000 | - | 90,000 |
| Pavement Improvements | 36,000 | 60,000 | 675,000 | - | - | 771,000 |
| Replace Snowflake Lodge | - | - | - | - | - | - |
| Diamond Peak Lodge Chairs | 35,090 | - | - | - | - | 35,090 |
| Snowflake Lodge Kitchen Equipment | 7,018 | - | - | - | - | 7,018 |
| Diamond Peak Loft Bar Kitchen Equip. | - | - | - | 5,600 | - | 5,600 |
| Diamond Peak Main Kitchen Equip. | 10,025 | - | - | 12,600 | - | 22,625 |
| Replace Staff Uniforms | - | 103,175 | - | - | - | 103,175 |
| Main Lodge Barbeque | - | - | - | - | - | - |
| Ticketing Kiosks | - | 53,000 | - | - | - | 53,000 |
| Ski Summer Operations | - | - | - | - | - | - |
| Replace Child Ski Center Rental Equipment | 12,360 | 12,731 | 51,113 | 13,506 | 13,911 | 103,621 |
| Upgrade Ski Dumbwaiter | 8,700 | - | - | - | - | 8,700 |
| 1991 Ski Passenger Tram #267 | - | - | - | - | - | - |
| 1993 Ski Passenger Tram #283 | - | - | - | - | - | - |
| 1997 Snow blower #309 | - | 136,100 | - | - | - | 136,100 |
| 1983 CASE 855C TRACK BACKHOE # 348 | - | - | 150,000 | - | - | 150,000 |
| 2002 Caterpillar 950G Loader #524 | - | - | - | - | - | - |
| 2002 Replace Grooming vehicle # 531 | - | 320,000 | - | - | - | 320,000 |
| Replace 2004 Grooming vehicle # 551 | - | - | - | 274,000 | - | 274,000 |
| 2005 Suzuki ATV #559 | - | 6,500 | - | - | - | 6,500 |
| 2005 Suzuki ATV #560 | - | 6,500 | - | - | - | 6,500 |
| 1965 Trailer Mounted Arc Welder #561 | 10,000 | - | - | - | - | 10,000 |
| 2006 Yamaha Rhino (ATV) #585 | - | 13,400 | - | - | - | 13,400 |
| 2006 Pisten Bully 300 Snowcat #595 | - | - | - | - | - | - |
| 2007 Chevy 1-Ton Pick-Up | - | - | - | - | - | - |
| 2007 Chevy 1-Ton Pick-Up | - | - | - | - | - | - |
| 2008 Ski Resort Snowmobile #626 | 8,600 | - | - | - | - | 8,600 |
| 2008 Ski Resort Snowmobile #627 | 8,600 | - | - | - | - | 8,600 |
| Replace 2008 Grooming vehicle # 628 | - | - | - | - | - | - |
| 2010 Ski Resort Snowmobile #633 | - | 8,858 | - | - | - | 8,858 |
| 2010 Ski Resort Snowmobile #634 | - | 8,858 | - | - | - | 8,858 |
| Replace 2010 Shuttle Bus #635 | - | - | - | - | - | - |
| Replace 2010 Shuttle Bus #636 | - | - | - | - | - | - |
| 2008 Yamaha Rhino (ATV) #639 | - | - | - | 14,000 | - | 14,000 |
| 2011 Ski Resort Snowmobile #644 | - | - | 9,200 | - | - | 9,200 |
| 2011 Replace Grooming vehicle # 645 | - | - | - | - | - | - |
| Loader Tire Chains (1-Set) | - | - | 8,790 | - | - | 8,790 |
| Loader Tires (1-Sets) | - | - | 16,000 | - | - | 16,000 |
| Lakeview Lift | - | - | - | - | - | - |
| School House Lift | - | - | - | - | - | - |
| Lodgepole Lift | - | - | - | - | - | - |
| Crystal Express Lift | - | - | - | - | - | - |
| Red Fox Lift | - | - | - | - | - | - |
| The Ridge Lift | - | - | - | - | - | - |
| <i>Ski Total</i> | 467,393 | 1,366,522 | 2,032,293 | 560,456 | 969,931 | 5,396,595 |

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Mission:

Partnering with our community, we provide unique parks & recreation services to inspire and enhance lives.

Our Team: Outline Workforce to meet initiatives

The Parks and Recreation Department is headed by a Director of Parks and Recreation and a team of long time managers and supervisors and includes the operational venues of Recreation, Parks, and Tennis. The following tables show the full-time equivalents (FTEs) and cost of labor to execute the Parks and Recreation major initiatives:

| Full-Time Equivalents | | | | | Cost of Labor, Taxes and Benefits | | | | | |
|-----------------------|-------------|------------|------------|-------------|---|---------------------|-------------------|------------------|------------------|-------------------|
| Total FTE | FTYR | PTYR | SM | PT/SEAS | | Total | FTYR | PTYR | SM | PT/SEAS |
| 3.2 | 2.7 | 0.2 | - | 0.4 | Administration and Marketing | 260,697 | 243,753 | 7,582 | - | 9,362 |
| 2.1 | 0.2 | - | 0.8 | 1.2 | Tennis | 160,651 | 19,581 | - | 65,016 | 76,054 |
| 6.9 | 0.7 | - | - | 6.3 | Aquatics | 211,074 | 52,289 | - | - | 158,785 |
| 2.7 | 0.9 | - | - | 1.9 | Fitness, Health and Wellness | 209,562 | 63,634 | - | - | 145,928 |
| 9.8 | 1.6 | - | - | 8.2 | Parks | 329,018 | 127,169 | - | - | 201,849 |
| 8.3 | 3.2 | 0.6 | - | 4.5 | Recreation Center | 367,418 | 231,250 | 20,640 | - | 115,528 |
| 2.3 | 1.0 | - | - | 1.3 | Senior Programs | 126,927 | 83,223 | - | - | 43,704 |
| 4.9 | 1.9 | - | - | 3.1 | Sports, Youth, Family | 226,942 | 147,111 | - | - | 79,831 |
| 40.3 | 12.0 | 0.8 | 0.8 | 26.8 | Total Full-Time Equivalents and Cost | \$ 1,892,289 | \$ 968,010 | \$ 28,222 | \$ 65,016 | \$ 831,041 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

The following table compares year on year the budgeted FTE for Parks and Recreation operations which has decreased by .8 FTE from 2010-2011 due to the elimination of full time year round Aquatics Maintenance Specialist position and adjustments to various other positions throughout Parks and Recreation. However the budget does include seasonal hours to handle some of the duties leaving existing staff to fill in.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 41.4 | 41.1 | 41.1 | 41.1 | 40.3 |

Impact to Recreation Fee

The Recreation Facility Fee is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. The Recreation Facility Fee is stated in terms of its impact per parcel/ dwelling unit within the District's boundaries. The Recreation Facility Fee is made up of operating, capital expenditures, and debt service related to Parks & Recreation on a per parcel/dwelling unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, allocating a portion of the Community Services overhead which includes the administrative cost of General Fund. The capital portion is the amount needed to fund the 2011-2012 planned capital expenditures and the debt service portion is to cover Parks & Recreation portion

of related debt. The impact of Parks and Recreation's operations and major initiatives to the Recreation Facility Fee is as stated below by parcel/dwelling unit and in total dollars:

| | (1) | (2) | (3) | (sum 1,2,3) Total Recreation Facility Fee | Amount (Parcel/unit x Total RFF) |
|---|-----------|---------|-----------------|--|--|
| <u>Recreation Facility Fee</u> | Operating | Capital | Debt Service | | |
| Recreation | \$130 | \$28 | \$1 | \$159 | \$1,311,432 |
| Parks | \$90 | \$108 | \$2 | \$200 | \$1,649,600 |
| Tennis | \$14 | \$3 | \$1 | \$18 | \$148,464 |
| Total Recreation Facility Fee per parcel/dwelling unit | \$234 | \$139 | \$4 | \$377 | \$3,109,496 |

The following table is the last four years of the Recreation Facility Fee allocation for Recreation, Parks, and Tennis and the 2011-2012 Budget allocation:

| | 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
|----------------------------------|---------|---------|---------|---------|---------|
| Recreation | \$118 | \$134 | \$158 | \$166 | \$159 |
| Parks | \$189 | \$136 | \$131 | \$240 | \$200 |
| Tennis | \$5 | \$12 | \$19 | \$15 | \$18 |
| Total Recreation Facility Fee | \$312 | \$282 | \$308 | \$421 | \$377 |

IVGID Departmental Budget Summary

**Parks and Recreation Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Intergovernmental - Operating Grants | 87,000 | 12,000 | 84,000 | 12,000 | - | (72,000) |
| Sales and Fees | 1,213,609 | 1,275,284 | 1,245,000 | 1,262,000 | (13,284) | 17,000 |
| Rents | 29,454 | 61,148 | 48,000 | 59,500 | (1,648) | 11,500 |
| Interfund Services | 63,060 | 64,973 | 66,000 | 63,400 | (1,573) | (2,600) |
| Other Financing Sources | | | | | | |
| Capital Grants | 1,469,851 | 3,000,000 | 2,082,687 | 1,500,000 | (1,500,000) | (582,687) |
| Proceeds from capital assets dispositions | 74,227 | - | - | - | - | - |
| Total Revenues and Other Sources | 2,937,201 | 4,413,405 | 3,525,687 | 2,896,900 | (1,516,505) | (628,787) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,404,095 | 1,434,616 | 1,399,600 | 1,432,576 | (2,040) | 32,976 |
| Employee Fringe | 428,024 | 437,255 | 434,190 | 459,713 | 22,458 | 25,523 |
| Professional Services | 7,684 | 5,533 | 9,500 | 5,800 | 267 | (3,700) |
| Services and Supplies | 856,908 | 919,173 | 762,954 | 915,050 | (4,123) | 152,096 |
| Insurance | 41,946 | 37,851 | 35,300 | 32,400 | (5,451) | (2,900) |
| Utilities | 245,176 | 260,512 | 224,925 | 241,300 | (19,212) | 16,375 |
| Cost of Goods and Services Sold | 87,953 | 82,556 | 90,800 | 84,350 | 1,794 | (6,450) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 1,652,793 | 3,480,850 | 2,427,029 | 2,640,195 | (840,655) | 213,166 |
| Capital Carry Forward | - | - | - | 89,892 | 89,892 | 89,892 |
| Debt Service | | | | | | |
| Principal | 81,477 | 93,189 | 93,189 | 71,426 | (21,763) | (21,763) |
| Interest | 14,766 | 13,062 | 13,062 | 10,638 | (2,424) | (2,424) |
| Fiscal Agent Fees | 19 | 58 | 58 | 85 | 27 | 27 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | - | - | (101,639) | (101,639) | (101,639) |
| Total Expenditures and Uses | 4,820,841 | 6,764,655 | 5,490,607 | 5,881,786 | (882,869) | 391,179 |
| Net Sources or Uses | (1,883,640) | (2,351,250) | (1,964,920) | (2,984,886) | (633,636) | (1,019,966) |

IVGID Departmental Budget Summary

Parks and Recreation Summary
 Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--------------------------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 1,213,609 | 1,275,284 | 1,245,000 | 1,262,000 | (13,284) | 17,000 |
| Rents | 29,454 | 61,148 | 48,000 | 59,500 | (1,648) | 11,500 |
| Intergovernmental - Operating Grants | 87,000 | 12,000 | 84,000 | 12,000 | - | (72,000) |
| Interfund Services | 63,060 | 64,973 | 66,000 | 63,400 | (1,573) | (2,600) |
| Total Operating Revenue | 1,393,123 | 1,413,405 | 1,443,000 | 1,396,900 | (16,505) | (46,100) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,404,095 | 1,434,616 | 1,399,600 | 1,432,576 | (2,040) | 32,976 |
| Employee Fringe | 428,024 | 437,255 | 434,190 | 459,713 | 22,458 | 25,523 |
| Professional Services | 7,684 | 5,533 | 9,500 | 5,800 | 267 | (3,700) |
| Services and Supplies | 856,908 | 919,173 | 762,954 | 915,050 | (4,123) | 152,096 |
| Insurance | 41,946 | 37,851 | 35,300 | 32,400 | (5,451) | (2,900) |
| Utilities | 245,176 | 260,512 | 224,925 | 241,300 | (19,212) | 16,375 |
| Cost of Goods and Services Sold | 87,953 | 82,556 | 90,800 | 84,350 | 1,794 | (6,450) |
| Depreciation | 485,857 | 491,770 | 471,840 | 515,600 | 23,830 | 43,760 |
| Total Operating Expenses | 3,557,643 | 3,669,266 | 3,429,109 | 3,686,789 | 17,523 | 257,680 |
| Operating Income (Loss) | (2,164,520) | (2,255,861) | (1,986,109) | (2,289,889) | (34,028) | (303,780) |
| Non Operating Revenues | | | | | | |
| Gain (loss) on disposal of assets | 74,227 | - | - | - | - | - |
| Total nonoperating revenue | 74,227 | - | - | - | - | - |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 14,766 | 13,062 | 13,062 | 10,638 | (2,424) | (2,424) |
| Amortization issuance cost | 1,375 | 1,375 | 1,375 | 1,375 | - | - |
| Fiscal Agent Fee | 19 | 58 | 58 | 85 | 27 | 27 |
| Total Non Operating Expenses | 16,160 | 14,495 | 14,495 | 12,098 | (2,397) | (2,397) |
| Net Income | (2,106,453) | (2,270,356) | (2,000,604) | (2,301,987) | (31,631) | (301,383) |

A “Division” of Parks and Recreation

Our Customers and Service Levels

The Incline Village Recreation Department offers residents and visitors, regardless of age, background or social circumstances, the opportunity to enjoy well-maintained, beautiful parks, athletic fields, Tennis Center & trails. In addition, residents and visitors can experience a wide range of outdoor/indoor activities, classes, events and programs as well as membership participation in a full service Recreation Center with an indoor pool.

For Parks & Recreation to sustain these community services and benefits, they have evolved into the following operational areas:

- Administrative Services
- Aquatics
- Fitness, Health & Wellness
- Recreation Center
- Seniors
- Sports
- Youth, Family and Community
- Vision Team

The operational areas are eager to meet head on the challenge of declining population base, and specifically retaining memberships to the Recreation Center. While participation in programs remains high, our focus is to continue to maximize what we do well and take it to a higher level. The recent Nevada Parks and Recreation Society awards for Fitness, Health & Wellness and Seniors, and especially the Community Snowshoe Hike are shining examples of exactly this strategy to excel.

Major Initiatives and District Goals and Objectives

Recreation’s major initiatives support the Department and District’s Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. Recreation’s major initiatives are listed below and each ties to one of the five District Long Term Goals. The Introduction Section on page 22 outlines the specific Long Term District Goals and the District annual objectives. Taken from the adopted Parks & Recreation Business Plan, the following items are the department’s annual initiatives.

- User Advocacy: Member, Participant and User Satisfaction: The Parks & Recreation Department strives to anticipate and exceed the expectations of our users and secondly, focus on understanding the underlying needs for each person to create an outstanding experience with great service and personal connection, ultimately creating a mutually beneficial relationship. Supports Long Range Goal 4 - Services
- Community Outreach: Educating the general public of the critical role the Parks & Rec-

recreation Department plays in promoting and sustaining the human benefits provided by public parks, recreation, health and wellness, environmental stewardship, economic prosperity and community livability. Supports Long Range Goal 4 - Services

- C. Commercial Success: Marketing, Revenue, Program and Product Development: As a unified organization, development of programs and products that enrich lives and meet the specific needs of community members and visitors will create profitability. We are in the business of helping people with mental, social and physical health; our commercial success is dependent on that realization. As we reposition ourselves as an essential community service we will create an enduring market. Supports Long Range Goal 4 - Services
- D. Professional and Procedural Development: Designing a plan that recognize skills and potential of our staff, rewards accomplishments with advancement opportunities and motivates for staff retention. Develop consistent standard operational procedures departmentally and for each area of operation. Supports Long Range Goal 3 - Workforce
- E. Budgetary & Fiscal Responsibility: Diligent stewards of our budgets responding to economic climate. Supports Long Range Goal 2 - Finance
- F. Environmental Stewardship: Incline Village/Crystal Bay's most valuable treasures are found in its natural resources. For many years the Incline Village Parks & Recreation Department has protected and managed these resources for the benefit of our community users. We are dedicated to assuring accessibility, availability, and preservation of our outdoor recreational experiences for all people for generations to come. Supports Long Range Goal 1 – Resources and Environment

Program Measures

The following program measures will be used to evaluate the results of our initiatives and overall season performance:

| Recreation | 2009-2010 Actual | 2010-2011 Budget | 2010-2011 Estimated | 2011-2012 Budget |
|---|---------------------|---------------------|------------------------|---------------------|
| Recreation Programs Held (total #) | 162 | 100 | 160 | 150 |
| Conversation Café | 784 | 850 | 900 | 900 |
| 55+ Fitness participation | 3,614 | 2,500 | 3,600 | 300 |
| Sports programs - Adults | 27 | 45 | 40 | 40 |
| Sports programs - Youth | 29 | 25 | 25 | 30 |
| Recreation Center membership on last day of month | 1,517 | 1,350 | 1,500 | 1,450 |
| Recreation Center total non-membership visits | 31,621 | 10,500 | 24,725 | N/A |
| Recreation Center total daily visits | 125,629 | 115,000 | 125,000 | 125,000 |

Our Team: Outline Workforce to meet initiatives

The Recreation Department is headed by a Director and a team of long time managers and supervisors. The following tables show the full-time equivalents (FTEs) and cost of labor to execute Recreation major initiatives:

| Full-Time Equivalents | | | | Cost of Labor, Taxes and Benefits | | | | |
|-----------------------|------|------|---------|--------------------------------------|--------------|------------|-----------|------------|
| Total FTE | FTYR | PTYR | PT/SEAS | | Total | FTYR | PTYR | PT/SEAS |
| 3.2 | 2.7 | 0.2 | 0.4 | Administration and Marketing | 260,697 | 243,753 | 7,582 | 9,362 |
| 6.9 | 0.7 | - | 6.3 | Aquatics | 211,074 | 52,289 | - | 158,785 |
| 2.7 | 0.9 | - | 1.9 | Fitness, Health and Wellness | 209,562 | 63,634 | - | 145,928 |
| 8.3 | 3.2 | 0.6 | 4.5 | Recreation Center | 367,418 | 231,250 | 20,640 | 115,528 |
| 2.3 | 1.0 | - | 1.3 | Senior Programs | 126,927 | 83,223 | - | 43,704 |
| 4.9 | 1.9 | - | 3.1 | Sports, Youth, Family | 226,942 | 147,111 | - | 79,831 |
| 28.4 | 10.2 | 0.8 | 17.4 | Total Full-Time Equivalents and Cost | \$ 1,402,620 | \$ 821,260 | \$ 28,222 | \$ 553,138 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

The following table compares year on year the budgeted FTE for Recreation operations which has decreased by .4 FTE from 2010-2011 due to the elimination of full time year round Aquatics Maintenance Specialist position. However the budget does include seasonal hours to handle some of the duties leaving existing staff to fill in.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 29.5 | 29.0 | 28.9 | 28.8 | 28.4 |

Pricing our Services, Revenue Strategies, and Key Rates

There are very limited price increases for 2011-2012, attempting to keep costs down for Incline Village/Crystal Bay parcel owners during this tough economy but also maintaining market rates. Park and fields rental rates were increased marginally and the Recreation Center membership remained flat, as they are at or above market rates. Major emphasis instead is being placed on ensuring the right number of program participants and controlling costs to maximize efficiencies. The only rates subject to change are program and pricing driven by the cost to provide (commissions). The Parks and Recreation key rates schedule can be found on page 221.

For the second year the budget excludes the Washoe County Senior Funding of approximately \$75,000 even though the District actually received it in 2010-2011 after the budgeted was adopted. Given Washoe County's budget challenges we don't expect this funding to come through.

Impact to Recreation Fee

The Recreation Facility Fee is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. The Recreation Facility Fee is stated in terms of its impact per parcel/ dwelling unit within the District's boundaries. The Recreation Facility Fee is made up of operating, capital expenditures, and debt service related to Parks & Recreation on a per parcel/dwelling unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, allocating a portion of the Community Services overhead which includes the administrative cost of General Fund. The capital portion is the amount needed to fund the 2011-2012 planned capital expenditures and the debt service portion is to cover Parks & Recreation portion of related debt. The impact of Recreation's operations and major initiatives to the Recreation Facility Fee is as stated below by parcel/dwelling unit and in total dollars:

| | (1) | (2) | (3) | (sum 1,2,3) Total Recreation Facility Fee |
|--|-------------|-----------|-----------------|--|
| Recreation Facility Fee | Operating | Capital | Debt Service | |
| All Youth | \$25 | | | \$25 |
| All Adult Programs | \$2 | | | \$2 |
| Senior | \$20 | | | \$20 |
| Recreation Center | \$83 | \$28 | \$1 | \$112 |
| Total Recreation per parcel/dwelling unit | \$130 | \$28 | \$1 | \$159 |
| Total Recreation in dollars | \$1,072,240 | \$230,944 | \$8,248 | \$1,311,432 |

The following table is the last four years of the Recreation Facility Fee allocation for Parks & Recreation and the 2011-2012 Budget allocation:

| | Budget 2007-08 | Budget 2008-09 | Budget 2009-10 | Budget 2010-11 | Budget 2011-2012 |
|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Youth Programs | \$20 | \$19 | \$22 | \$22 | \$25 |
| Adult Programs | n/a | n/a | \$4 | \$3 | \$2 |
| Senior Programs | \$2 | \$11 | \$26 | \$23 | \$20 |
| Recreation Center | \$96 | \$104 | \$106 | \$118 | \$112 |
| Total Recreation | \$118 | \$134 | \$158 | \$166 | \$159 |

Infrastructure and Capital to Support Service Levels

Recreation 2011-2012 planned capital expenditures are \$228,120 and is made up of 6 capital projects. The two largest are the fitness equipment (\$41,200) and Upgrade the HVAC Controls (\$72,400). Below is a list of the five-year capital plans for Recreation of which the Board of Trustees only approved year one 2011-2012 of the five-year plans.

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|---------|
| <i>Community Services</i> | | | | | | |
| <i>Recreation</i> | | | | | | |
| Fitness Equipment | 41,200 | 42,436 | 43,709 | 45,020 | 46,371 | 218,736 |
| Play Structure for Kid Zone | - | - | - | - | - | - |
| Replace Gym Lights | - | - | 19,360 | - | - | 19,360 |
| Replace Lockers | - | 60,000 | - | - | - | 60,000 |
| Paving Rec. Center Lot & Trails | 24,500 | 10,000 | 10,000 | 30,000 | - | 74,500 |
| Upgrade HVAC Controls | 72,400 | - | - | - | - | 72,400 |
| Replace Auto Scrubber | 18,920 | - | - | - | - | 18,920 |
| Paint Exterior of Recreation Center | - | - | - | - | - | - |
| Replace Roof Recreation Center | - | - | 186,010 | - | - | 186,010 |
| Pool Deck Recoat | - | - | - | - | - | - |
| Replace Rec. Center Copier | - | - | - | - | - | - |
| Paint Interior of Recreation Center | - | - | 37,540 | - | - | 37,540 |
| Replace Chlor-Tec on-site Chlorination System | - | - | - | - | - | - |
| Replace 1995 15-Passenger Van #298 | 38,600 | - | - | - | - | 38,600 |
| 1997 Replace GMC Yukon #305 | 32,500 | - | - | - | - | 32,500 |
| <i>Recreation Total:</i> | 228,120 | 112,436 | 296,619 | 75,020 | 46,371 | 758,566 |

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to the departments. For the 2011-2012 fiscal year, the District Buildings Department's internal charge to Recreation is \$130,880 to maintain new and existing infrastructure and the District Fleet Department's internal charge is \$5,935 to maintain and repair new and existing equipment and rolling stock.

KEY RATES

| | 2010/2011 BUDGET | 2011/2012 BUDGET |
|--|---------------------|---------------------|
| Recreation Center | | |
| Resident Adult - Annual | \$523 | \$523 |
| Non-Resident Adult - Annual | \$677 | \$677 |
| Resident Family - Annual | \$970 | \$970 |
| Non-Resident Family - Annual | \$1,184 | \$1,184 |
| Resident Adult - Daily | \$11 | \$11 |
| Non-Resident Adult - Daily | \$15 | \$15 |
| Resident Senior - Daily | \$9 | \$9 |
| Non-Resident Senior - Daily | \$13 | \$13 |
| Resident Youth - Daily | \$6 | \$6 |
| Non-Resident Youth - Daily | \$9 | \$9 |
| Resident Adult - Monthly | \$49 | \$49 |
| Non-Resident Adult - Monthly | \$65 | \$65 |
| Resident Senior - Monthly | \$43 | \$43 |
| Non-Resident Senior - Monthly | \$58 | \$58 |
| Resident Student (13-23) - Monthly | \$42 | \$42 |
| Non-Resident Student (13-23) - Monthly | \$55 | \$55 |
| Totally Active Youth | \$4 | \$4 |
| Lapsed Membership processing Fee | \$49 | \$49 |

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IVGID Departmental Budget Summary

Recreation Summary
Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|--------------------|--------------------|-----------------------|--------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 1,030,225 | 1,077,189 | 1,056,000 | 1,065,100 | (12,089) | 9,100 |
| Rents | 12,915 | 6,952 | 4,000 | 4,800 | (2,152) | 800 |
| Intergovernmental - Operating Grants | 87,000 | 12,000 | 84,000 | 12,000 | - | (72,000) |
| Total Revenues and Other Sources | 1,130,140 | 1,096,141 | 1,144,000 | 1,081,900 | (14,241) | (62,100) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,036,213 | 1,045,412 | 1,026,600 | 1,043,106 | (2,306) | 16,506 |
| Employee Fringe | 336,029 | 340,266 | 338,490 | 359,514 | 19,248 | 21,024 |
| Professional Services | 7,684 | 5,533 | 9,500 | 5,800 | 267 | (3,700) |
| Services and Supplies | 573,549 | 583,526 | 503,954 | 572,750 | (10,776) | 68,796 |
| Insurance | 37,132 | 32,556 | 28,700 | 27,500 | (5,056) | (1,200) |
| Utilities | 189,983 | 199,187 | 166,925 | 179,100 | (20,087) | 12,175 |
| Cost of Goods and Services Sold | 65,851 | 61,954 | 63,500 | 58,450 | (3,504) | (5,050) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 86,753 | 165,960 | 86,645 | 228,120 | 62,160 | 141,475 |
| Capital Carry Forward | - | - | - | 71,620 | 71,620 | 71,620 |
| Debt Service | | | | | | |
| Principal | 13,741 | 17,150 | 17,150 | 9,216 | (7,934) | (7,934) |
| Interest | 3,174 | 2,877 | 2,877 | 2,529 | (348) | (348) |
| Fiscal Agent Fees | 2 | 12 | 12 | 21 | 9 | 9 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | - | - | (83,367) | (83,367) | (83,367) |
| Total Expenditures and Uses | 2,350,111 | 2,454,433 | 2,244,353 | 2,474,359 | 19,926 | 230,006 |
| Net Sources or Uses | (1,219,971) | (1,358,292) | (1,100,353) | (1,392,459) | (34,167) | (292,106) |

The Recreation Summary combines Youth and Adult Programs, Senior Programs, Youth and Adult Sports and the Recreation Center Cost Centers

IVGID Departmental Budget Summary

Recreation Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--------------------------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 1,030,225 | 1,077,189 | 1,056,000 | 1,065,100 | (12,089) | 9,100 |
| Rents | 12,915 | 6,952 | 4,000 | 4,800 | (2,152) | 800 |
| Intergovernmental - Operating Grants | 87,000 | 12,000 | 84,000 | 12,000 | - | (72,000) |
| Total Operating Revenue | 1,130,140 | 1,096,141 | 1,144,000 | 1,081,900 | (14,241) | (62,100) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 1,036,213 | 1,045,412 | 1,026,600 | 1,043,106 | (2,306) | 16,506 |
| Employee Fringe | 336,029 | 340,266 | 338,490 | 359,514 | 19,248 | 21,024 |
| Professional Services | 7,684 | 5,533 | 9,500 | 5,800 | 267 | (3,700) |
| Services and Supplies | 573,549 | 583,526 | 503,954 | 572,750 | (10,776) | 68,796 |
| Insurance | 37,132 | 32,556 | 28,700 | 27,500 | (5,056) | (1,200) |
| Utilities | 189,983 | 199,187 | 166,925 | 179,100 | (20,087) | 12,175 |
| Cost of Goods and Services Sold | 65,851 | 61,954 | 63,500 | 58,450 | (3,504) | (5,050) |
| Depreciation | 220,596 | 228,507 | 206,840 | 225,200 | (3,307) | 18,360 |
| Total Operating Expenses | 2,467,037 | 2,496,941 | 2,344,509 | 2,471,420 | (25,521) | 126,911 |
| Operating Income (Loss) | (1,336,897) | (1,400,800) | (1,200,509) | (1,389,520) | 11,280 | (189,011) |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 3,174 | 2,877 | 2,877 | 2,529 | (348) | (348) |
| Amortization issuance cost | 488 | 489 | 489 | 489 | - | - |
| Fiscal Agent Fee | 2 | 12 | 12 | 21 | 9 | 9 |
| Total Non Operating Expenses | 3,664 | 3,378 | 3,378 | 3,039 | (339) | (339) |
| Net Income | (1,340,561) | (1,404,178) | (1,203,887) | (1,392,559) | 11,619 | (188,672) |

The Recreation Summary combines Youth and Adult Programs, Senior Programs, Youth and Adult Sports and the Recreation Center Cost Centers

A “Division” of Parks and Recreation

Our Customers and Service Levels

The Incline Village Parks Department offers residents and visitors, regardless of age, background or social circumstances, the opportunity to enjoy well-maintained, beautiful parks, athletic fields, trails and District facilities.

The Parks Department is eager to meet head on the challenges of providing our internal and external customers with outstanding parks and facilities.

Major Initiatives and District Goals and Objectives

Parks’ major initiatives supports the Department and District’s Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. Parks’ major initiatives are listed below and each ties to one of the five District Long Term Goals. The Introduction Section on page 22 outlines the specific Long Term District Goals and the District annual objectives. The following items are the annual initiatives.

- A. User Advocacy: Member, Participant and User Satisfaction: The Parks Department strives to anticipate and exceed the expectations of our users and secondly, focus on understanding the underlying needs for each person to create an outstanding experience with great service and personal connection, ultimately creating a mutually beneficial relationship. Supports Long Range Goal 4 - Services
- B. Community Outreach: Educating the general public of the critical role the Parks Department plays in promoting and sustaining the human benefits provided by public parks, recreation, health and wellness, environmental stewardship, economic prosperity and community livability. Supports Long Range Goal 4 - Services
- C. Commercial Success: Marketing, Revenue, Program and Product Development: As a unified organization, development of programs and products that enrich lives and meet the specific needs of community members and visitors will create profitability. We are in the business of helping people with mental, social and physical health; our commercial success is dependent on that realization. As we reposition ourselves as an essential community service we will create an enduring market. Supports Long Range Goal 4 - Services
- D. Professional and Procedural Development: Designing a plan that recognize skills and potential of our staff, rewards accomplishments with advancement opportunities and motivates for staff retention. Develop consistent standard operational procedures departmentally and for each area of operation. Supports Long Range Goal 3 - Workforce
- E. Budgetary & Fiscal Responsibility: Diligent stewards of our budgets responding to economic climate. Supports Long Range Goal 2 - Finance
- F. Environmental Stewardship: Incline Village/Crystal Bay’s most valuable treasures are found in its natural resources. For many years the Incline Village Parks Department has protected and managed these resources for the benefit of our community users. We are dedicated to assuring accessibility, availability, and preservation of our outdoor recrea-

tional experiences for all people for generations to come. Supports Long Range Goal 1 – Resources and Environment

Our Team: Outline Workforce to meet initiatives

The Parks Department is headed by a Director, Parks Superintendent and supervisors. The following tables show the full-time equivalents (FTEs) and cost of labor to execute Recreation major initiatives:

| Full-Time Equivalents | | | Cost of Labor, Taxes and Benefits | | |
|-----------------------|------|---------|-----------------------------------|------------|------------|
| Total FTE | FTYR | PT/SEAS | Total | FTYR | PT/SEAS |
| 9.8 | 1.6 | 8.2 | 329,018 | 127,169 | 201,849 |
| 9.8 | 1.6 | 8.2 | \$ 329,018 | \$ 127,169 | \$ 201,849 |

Parks
Total Full-Time
Equivalents and Cost

Legend: FTYR = full time, year round; PT/SEAS = part time/seasonal

The following table compares year on year the budgeted FTE for Parks operations which have remained flat.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 9.5 | 9.6 | 9.9 | 9.8 | 9.8 |

Pricing our Services, Revenue Strategies, and Key Rates

There are no increases for 2011-2012 in Parks, attempting to keep costs down for Incline Village/Crystal Bay parcel owners during this tough economy but also maintaining market rates. The only rates subject to change are program driven and pricing driven by the cost to provide. The Park & Fields Rental key rates schedule can be found on page 228.

Impact to Recreation Fee

The Recreation Facility Fee is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. The Recreation Facility Fee is stated in terms of its impact per parcel/ dwelling unit within the District’s boundaries. The Recreation Facility Fee is made up of operating, capital expenditures, and debt service related to Parks & Recreation on a per parcel/dwelling unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, allocating a portion of the Community Services overhead which includes the administrative cost of General Fund. The capital portion is the amount needed to fund the 2011-2012 planned capital expenditures and the debt service portion is to cover Parks’ portion of related debt. The impact of Parks’ operations and major initiatives to the Recreation Facility Fee is as stated below by parcel/dwelling unit and in total dollars:

| | (1) | (2) | (3) | (sum 1,2,3) Total Recreation Facility Fee | Amount (Parcel/unit x Total RFF) |
|-------------------------|-----------|---------|-----------------|--|--|
| Recreation Facility Fee | Operating | Capital | Debt Service | | |
| Parks | \$90 | \$108 | \$2 | \$200 | \$1,649,600 |

The following table is the last four years of the Recreation Facility Fee allocation for Parks and the 2011-2012 Budget allocation:

| | Budget 2007-08 | Budget 2008-09 | Budget 2009-10 | Budget 2010-11 | Budget 2011-2012 |
|-------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Parks | \$189 | \$136 | \$131 | \$240 | \$200 |

Infrastructure and Capital to Support Service Levels

Parks’ 2011-2012 planned capital expenditures are \$2,390,275 and is made up of 6 capital projects. The two largest CIP projects are ADA Compliance Preston Park Facility & Parking Lot (\$832,000) and Incline and Third Creeks Restoration (\$1,500,000). Beginning on page 231 is a list of the five-year capital plans for Parks of which the Board of Trustees only approved year one 2011-2012 of the five-year plans.

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to the departments. For the 2011-2012 fiscal year, the District Buildings Department’s internal charge to Parks is \$37,600 to maintain new and existing infrastructure and the District Fleet Department’s internal charge is \$37,700 to maintain and repair new and existing equipment and rolling stock.

KEY RATES

| PARK & FIELDS RENTAL RATES | 2010/11 Budget | | | 2011/12 Budget | | |
|--|-------------------------------------|---|-------------|-------------------------------------|---|-------------|
| | SEASON | | | SEASON | | |
| | <small>(Seasons begins May)</small> | | | <small>(Seasons begins May)</small> | | |
| Rental Rates | <u>2010</u> | | <u>2011</u> | <u>2011</u> | | <u>2012</u> |
| Resident Individual - Daily | | | | | | |
| Incline Park Ballfield | \$253 | / | \$268 | \$268 | / | TBD |
| Preston Field | \$253 | / | \$268 | \$268 | / | TBD |
| Village Green | \$253 | / | \$268 | \$268 | / | TBD |
| Security deposit | 25% | / | 25% | 25% | / | TBD |
| Non-Resident Normal - Daily | | | | | | |
| Incline Park Ballfield | \$380 | / | \$395 | \$395 | / | TBD |
| Preston Field | \$380 | / | \$395 | \$395 | / | TBD |
| Village Green | \$380 | / | \$395 | \$395 | / | TBD |
| Security deposit | 25% | / | 25% | 25% | / | TBD |
| Resident Individual - Hourly | | | | | | |
| Incline Park Ballfield | \$37 | / | \$40 | \$40 | / | TBD |
| Preston Field | \$37 | / | \$40 | \$40 | / | TBD |
| Village Green | \$37 | / | \$40 | \$40 | / | TBD |
| Security deposit | 25% | / | 25% | 25% | / | TBD |
| Non-Resident Normal - Hourly | | | | | | |
| Incline Park Ballfield | \$55 | / | \$60 | \$60 | / | TBD |
| Preston Field | \$55 | / | \$60 | \$60 | / | TBD |
| Village Green | \$55 | / | \$60 | \$60 | / | TBD |
| Security deposit | 25% | / | 25% | 25% | / | TBD |
| <u>Preston Group Picnic Area Reservation</u> | | | | | | |
| 8am - 2pm or 3pm - 8pm | \$36 | / | \$42 | \$42 | / | TBD |
| All day | \$62 | / | \$75 | \$75 | / | TBD |

Note to Rate Schedule:

Since the season crosses the fiscal year two rates have been provided for the beginning of each season.

IVGID Departmental Budget Summary

**Parks Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Rents | 16,539 | 54,196 | 44,000 | 54,700 | 504 | 10,700 |
| Interfund Services | 63,060 | 64,973 | 66,000 | 63,400 | (1,573) | (2,600) |
| Other Financing Sources | | | | | | |
| Capital Grants | 1,469,851 | 3,000,000 | 2,082,687 | 1,500,000 | (1,500,000) | (582,687) |
| Proceeds from capital assets dispositions | 74,227 | - | - | - | - | - |
| Total Revenues and Other Sources | 1,623,677 | 3,119,169 | 2,192,687 | 1,618,100 | (1,501,069) | (574,587) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 236,944 | 259,038 | 249,000 | 262,380 | 3,342 | 13,380 |
| Employee Fringe | 61,641 | 66,506 | 64,200 | 66,638 | 132 | 2,438 |
| Services and Supplies | 214,441 | 259,547 | 201,000 | 272,000 | 12,453 | 71,000 |
| Insurance | 2,595 | 2,853 | 4,500 | 2,900 | 47 | (1,600) |
| Utilities | 48,520 | 54,291 | 51,500 | 55,200 | 909 | 3,700 |
| Capital Expenditures | | | | | | |
| Capital Improvements | 1,552,040 | 3,304,890 | 2,340,384 | 2,390,275 | (914,615) | 49,891 |
| Capital Carry Forward | - | - | - | 18,272 | 18,272 | 18,272 |
| Debt Service | | | | | | |
| Principal | 18,508 | 23,102 | 23,102 | 12,427 | (10,675) | (10,675) |
| Interest | 4,270 | 3,864 | 3,864 | 3,400 | (464) | (464) |
| Fiscal Agent Fees | 12 | 16 | 16 | 28 | 12 | 12 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | - | - | (18,272) | (18,272) | (18,272) |
| Total Expenditures and Uses | 2,138,971 | 3,974,107 | 2,937,566 | 3,065,248 | (908,859) | 127,682 |
| Net Sources or Uses | (515,294) | (854,938) | (744,879) | (1,447,148) | (592,210) | (702,269) |

IVGID Departmental Budget Summary

Parks Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Rents | 16,539 | 54,196 | 44,000 | 54,700 | 504 | 10,700 |
| Interfund Services | 63,060 | 64,973 | 66,000 | 63,400 | (1,573) | (2,600) |
| Total Operating Revenue | 79,599 | 119,169 | 110,000 | 118,100 | (1,069) | 8,100 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 236,944 | 259,038 | 249,000 | 262,380 | 3,342 | 13,380 |
| Employee Fringe | 61,641 | 66,506 | 64,200 | 66,638 | 132 | 2,438 |
| Services and Supplies | 214,441 | 259,547 | 201,000 | 272,000 | 12,453 | 71,000 |
| Insurance | 2,595 | 2,853 | 4,500 | 2,900 | 47 | (1,600) |
| Utilities | 48,520 | 54,291 | 51,500 | 55,200 | 909 | 3,700 |
| Depreciation | 196,164 | 192,523 | 192,000 | 216,500 | 23,977 | 24,500 |
| Total Operating Expenses | 760,305 | 834,758 | 762,200 | 875,618 | 40,860 | 113,418 |
| Operating Income (Loss) | (680,706) | (715,589) | (652,200) | (757,518) | (41,929) | (105,318) |
| Non Operating Revenues | | | | | | |
| Gain (loss) on disposal of assets | 74,227 | - | - | - | - | - |
| Total nonoperating revenue | 74,227 | - | - | - | - | - |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 4,270 | 3,864 | 3,864 | 3,400 | (464) | (464) |
| Amortization issuance cost | 651 | 652 | 652 | 652 | - | - |
| Fiscal Agent Fee | 12 | 16 | 16 | 28 | 12 | 12 |
| Total Non Operating Expenses | 4,933 | 4,532 | 4,532 | 4,080 | (452) | (452) |
| Net Income | (611,412) | (720,121) | (656,732) | (761,598) | (41,477) | (104,866) |

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|---|-------------|-------------|-------------|-------------|-------------|-------------|
| Community Services | | | | | | |
| <i>Parks</i> | | | | | | |
| Install Incline Park Playground | - | - | - | - | 29,500 | 29,500 |
| Exercise Stations-Fit Trails | - | 15,450 | 15,900 | - | - | 31,350 |
| BMPs & Pave Overflow Parking Lot | - | 630,000 | - | - | - | 630,000 |
| Pathway Village Green and Recreation Center/Tennis | - | 10,000 | 10,000 | 10,000 | - | 30,000 |
| Village Green Restroom Remodel ADA Compliant | - | 253,700 | - | - | - | 253,700 |
| Retrofit Ball field Lights I.P. 3 | - | 113,000 | - | - | - | 113,000 |
| ADA Compliance Preston Park Facility & Parking Lot | 832,000 | - | - | - | - | 832,000 |
| Incline and Third Creeks Restoration (75% USACE 25% Nevada) | 1,500,000 | 1,000,000 | 750,000 | - | - | 3,250,000 |
| Village Green Pathway Improvements | - | 10,000 | 35,000 | 10,000 | - | 55,000 |
| Preston Field Lot Repaving | - | - | - | 26,000 | - | 26,000 |
| East/West Park Pavement Improvements | - | 12,000 | - | - | - | 12,000 |
| Aspen Grove Paving Improvements | - | - | 20,000 | - | - | 20,000 |
| Replace Irrigation and Drainage - Fields 2 & 3 | - | - | 15,000 | 313,500 | - | 328,500 |
| 1995 Toro Aeroseeder #95-038 | 6,850 | - | - | - | - | 6,850 |
| 2000 Scag Mower #95-059 | 6,925 | - | - | - | - | 6,925 |
| 1986 Surf Rake #234 | - | - | 24,300 | - | - | 24,300 |
| 1994 1-Ton Dump Truck #292 | 39,000 | - | - | - | - | 39,000 |
| 1999 John Deere 5310 Tractor #355 | - | - | - | 52,400 | - | 52,400 |
| 2000 Flatbed 4X4 (1/2 ton) #356 | - | - | 27,000 | - | - | 27,000 |
| 2000 3/4-Ton Pick-Up #434 | - | 24,100 | - | - | - | 24,100 |
| 2001 Ball Field Groomer #472 | - | 15,300 | - | - | - | 15,300 |
| 2001 Ball Field Mower / Toro 3500D Groundsmaster #480 | - | 31,700 | - | - | - | 31,700 |
| 2001 Toro Rake-O-Vac #485 | - | - | 30,500 | - | - | 30,500 |
| 1996 Lely Fertilizer Spreader #498 | - | - | 5,600 | - | - | 5,600 |
| 2002 John Deere Pro Gator #516 | - | 27,000 | - | - | - | 27,000 |
| 2002 Ditch Witch Trencher #518 | - | - | 13,400 | - | - | 13,400 |
| 2003 1-Ton Service Truck #520 | - | - | 24,400 | - | - | 24,400 |
| 2005 Pick-up Truck 4x4 (3/4-Ton) #554 | - | - | - | - | 25,800 | 25,800 |
| 2005 Ball Field Groomer #557 | - | 15,400 | - | - | - | 15,400 |
| 2005 Shattertine Aerifier | - | - | - | - | 7,300 | 7,300 |
| 2005 Diamond Master Groomer | - | - | - | 9,000 | - | 9,000 |
| 2005 John Deere Pro Gator #572 | - | 27,350 | - | - | - | 27,350 |
| 2007 John Deere Pro Gator #604 | - | - | - | 27,900 | - | 27,900 |
| 2007 Toro 3500D Rotary Mower #605 | - | - | - | 33,700 | - | 33,700 |
| 2008 Suzuki ATV #617 | - | - | 7,300 | - | - | 7,300 |
| 2008 JD Pro-Gator #623 | - | - | - | - | 27,550 | 27,550 |
| 2008 JD Pro-Gator #624 | - | - | - | - | 27,550 | 27,550 |
| Purchase JD TC 125- Shared | 5,500 | - | - | - | - | 5,500 |
| <i>Parks Gross Total:</i> | 2,390,275 | 2,185,000 | 978,400 | 482,500 | 117,700 | 6,153,875 |
| <i>Parks Grant Funding</i> | | | | | | |
| Incline and Third Creeks Restoration (75% USACE 25% Nevada) | (1,500,000) | (1,000,000) | (750,000) | - | - | (3,250,000) |
| <i>Parks Net Total:</i> | 890,275 | 1,185,000 | 228,400 | 482,500 | 117,700 | 2,903,875 |

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A "Division" of Parks and Recreation

Our Customers and Service Levels

The Tennis Center offers eleven world class tennis courts, a full service professional tennis shop, United States Professional Tennis Association (USPTA) certified instructors, youth and adult programs, social mixers and special events, tournaments, and a Professional Tennis Player Exhibition.

The primary tennis customer demographic is a combination of senior citizen residents (ages 55 to 61), younger baby boomers (ages 43 to 54), working residents (some of which are baby boomers and younger), school age children, and second homeowners. Our season pass holders play, on average, three times a week. From the responses on the surveys staff has determined that:

- Appx. 55% of our customers are 50+
- Appx. 57% are males and 43% are females
- Appx. 42% are Incline Village/Crystal Bay parcel owners that spend less than six months of the year in the area

The tennis center's operating season is May through October, with weather factors (such as early or late winter weather) dictating the opening and closing days each year. July, August, and September are the months with the strongest player numbers. Our operating schedule is:

- Opening day (usually mid-May) through Memorial Day weekend - 7:30am – 6pm with one part time host.
- Memorial Day weekend through August 31 - 7:30am – 7pm with one part time host and one Senior Host from 8am – 1pm.
- September 1 through closing day October 31st - 7:30am – 6pm with one part time Host.

The Tennis Center offers eleven courts for play in two hour blocks. Additionally, one court is reserved for every eight registrants participating in programs/clinics. During peak season this is equivalent to 66 available court plays daily.

Major Initiatives/Program Measures and District Goals and Objectives

Tennis' major initiatives support the District's Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The major program measures are listed below and each ties to one of the five long range goals or is a direct 2011-2012 objective.

- A. Target meeting annual budgeted operating loss – Supports Long Range District Goal 2 - Finance: Overall goal to increase revenue through programming, lessons, special

events, and pro shop merchandise. Decrease wages and expenditures by maximizing Staff efficiency, utilization of volunteers, increasing contributions and sponsorships, and cutting operating expenditures.

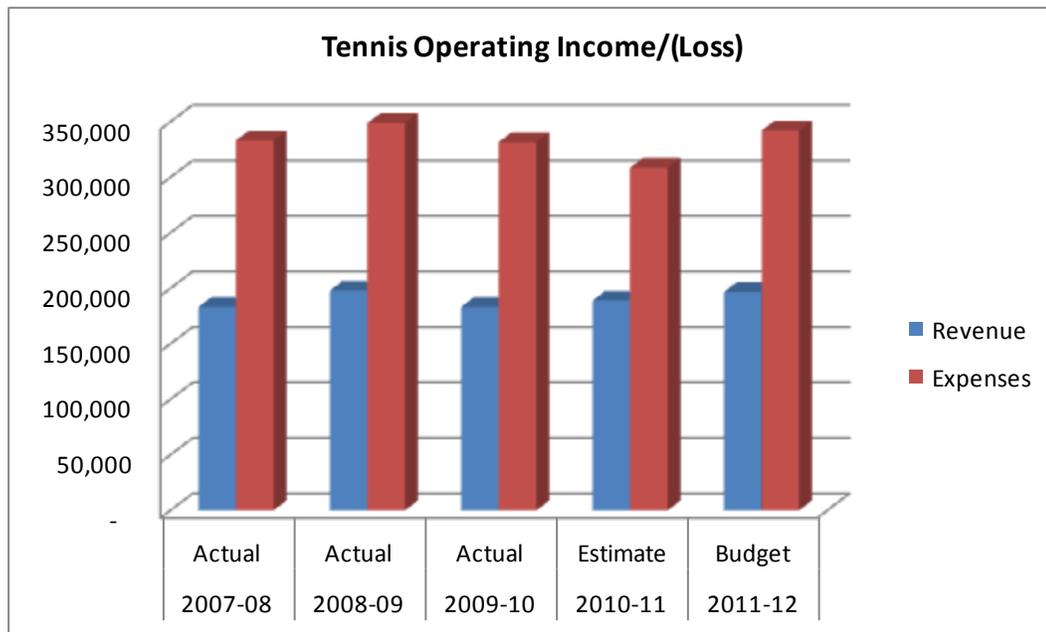
- B. Increase overall court utilization - Supports Long Range District Goal 4 – Services: Increase annually, by a minimum of 5%, over the next three years, the youth and adult program registration, as well as daily resident and non-resident daily court usage.
- C. Continue to increase overall youth and family court utilization – Supports Long Range District Goal 4 - Services: Continue free Sunday family play after 12pm, free youth play (ages 12 and under) after 12pm, and continue to increase youth and family participation in special events.
- D. Maintain current tier pricing strategy for season passes and daily court – Supports District Long Range Goal 2 – Finance: The pricing strategy was met with some resistance but Staff and the District Venue Advisory Team (DVAT) believe that our customers will settle, with time, into this pricing strategy.
- E. Develop season pass options & increase season pass holders – Supports Long Range Goal 2 - Finance and Long Range Goal 4 - Services: Introduce monthly and bi-weekly passes for part time residents, and long term vacation renters.
- F. Increase tennis lesson revenue - Supports Long Range Goal 4 - Finance: Continue to increase youth camp and clinic registration. Major emphasis on increasing adult clinic and lesson revenue by 10%.
- G. Continue to leverage the Pro Exhibition event for youth fundraising – Supports Long Range Goal 4 – Services: Increase youth fundraising sponsorships of special events to offset operating costs as well as utilizing volunteers to reduce overall Staff costs.
- H. Increase socials and mixers - Supports Long Range District Goal 4 -Service: Develop adult ladder mixer and increase the youth Friday night social which was initiated in the 2008 season. Implement a new locals and members tournament mixer in Late August 2011.
- I. Build competitive youth tennis program – Supports Long Range Goal 4 -Service: Staff and DVAT continue to build the recently developed competitive youth academy program outline in the 2011 season. This will be an academy style program.
- J. Implement a junior match play ongoing mixer- Supports Long Range Goal 4 -Service: Work with area High School teams to develop match play event. The Tennis Center will host a Jr. Tournament in June 2012.

The following program measures will be used to evaluate the results of our initiatives and overall season performance:

| Tennis | 2009-2010 Actual | 2010-2011 Budget | 2010-2011 Estimated | 2011-2012 Budget |
|------------------------------|---------------------|---------------------|------------------------|---------------------|
| Opening Date | 5/11/2009 | 5/10/2010 | 5/10/2010 | 5/9/2011 |
| Closing Date | 10/30/2009 | 10/31/2010 | 10/31/2010 | 10/31/2011 |
| Days Tennis Center Staffed | 173 | 175 | 175 | 175 |
| Tennis Visits | 12,430 | 13,000 | 12,600 | 12800 |
| Season Pass Sales | 115 | 122 | 110 | 115 |
| <u>Court Usage Mon - Fri</u> | | | | |
| 8am to 12 noon | 63% | 68% | 71% | 75% |
| 12 noon to 5:00 pm | 33% | 36% | 40% | 45% |
| 5:00 pm to 7:00 pm | 27% | 30% | 27% | 30% |
| <u>Court Usage Sat - Sun</u> | | | | |
| 8am to 12 noon | 63% | 66% | 63% | 68% |
| 12 noon to 5:00pm | 41% | 44% | 42% | 45% |
| 5:00pm to 7:00pm | 27% | 30% | 25% | 25% |

Operating Revenue and Expenses

The following bar chart illustrates Tennis' revenue compared to expenses.



Our Team: Outline Work Force to meet initiatives

The following table shows the full-time equivalents (FTE) and cost of labor to execute the Tennis Center major initiatives. The lion's share of the labor cost is paid out to our part-time, seasonal employees, and commissions on tennis lessons. Commissions are over 45% of the cost of labor and have a direct correlation to tennis lesson revenue.

Currently, the Tennis Center staffing and time worked is as follows:

- Director of Tennis – March 15 to December 15 Full Time Senior Tennis Host - May 1 to October 31
- Teaching professionals are always available for private lessons upon request throughout the season

| Full-Time Equivalent | | | |
|----------------------|------|-----|---------|
| Total FTE | FTYR | SM | PT/SEAS |
| 2.1 | 0.2 | 0.8 | 1.2 |

Tennis

| Cost of Labor, Taxes and Benefits | | | |
|-----------------------------------|--------|--------|---------|
| Total | FTYR | SM | PT/SEAS |
| 160,651 | 19,581 | 65,016 | 76,054 |

Legend: FTYR = full time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

The following table compares year-on-year budgeted FTE for all Tennis operations. There will be a slight reduction as the Senior Tennis Host position has been reduced from 35 hours to 20 hours weekly. The Director of Tennis will be assuming additional responsibilities in the pro shop and staff retention will result in more efficient operations.

| Budgeted Full-Time Equivalent | | | | |
|-------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 2.4 | 2.5 | 2.4 | 2.4 | 2.1 |

Pricing our Services, Revenue Strategies, and Key Rates

Tennis Center staff and the DVAT have identified the Tahoe Donner Tennis Center as our main competition. Our adult and youth program pricing is very similar. However our court fee and season pass prices are presently higher. Additional competition would be the free play tennis courts at Incline High school and Tahoe Regional Park in Tahoe Vista. Tennis Center management will be dropping non resident pricing as well as afternoon pricing in order attract non resident play as well as to fill afternoon time which is consistently available. Staff and the DVAT will focus on programming as the source for increased revenue and utilization. In particular youth programming, as the current trends seems to be that customers continue to spend on their children during this economic climate. Building youth tennis will also grow the number of core tennis players in the future. The Tennis key rates can be found on page 238.

Impact to Recreation Facility Fee

The Recreation Facility Fee (RFF) is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. The RFF is stated in terms of its impact per parcel/ dwelling unit within the District's boundaries. The impact of Tennis operations and major initiatives to the Recreation Fee is as stated below:

| | (1) | (2) | (3) | (sum 1,2,3) |
|---------------------------------|-----------|----------|--------------|-------------------------------|
| | Operating | Capital | Debt Service | Total Recreation Facility Fee |
| Tennis Per Parcel/Dwelling Unit | \$14 | \$3 | \$1 | \$18 |
| Tennis in dollars | \$115,472 | \$24,744 | \$8,248 | \$148,464 |

Eighteen dollars represents the Tennis portion of the RFF. It is made up of operating, capital expenditures, and debt service related to tennis on a per parcel/ dwelling unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, allocating a portion of the Community Services overhead which includes the administrative cost of General Fund. The \$14 operating portion means that Tennis needs cash on a per parcel/dwelling unit basis for its operations. The \$3 portion represents the 2011-2012 planned tennis capital expenditures and \$1 is for tennis related debt on bonds.

Shown below is the last four years of Tennis' allocation of the Recreation Fee:

| | Budget 2007-08 | Budget 2008-09 | Budget 2009-10 | Budget 2010-11 | Budget 2011-2012 |
|--------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Tennis | \$5 | \$12 | \$19 | \$15 | \$18 |

Infrastructure and Capital to Support Service Levels

Tennis is budgeted to spend \$21,800 in capital expenditures on siding the pro shop. Below is a list of the five-year tennis capital plan. Please note that the Board of Trustees only approved year one 2011-2012 of the five-year capital plan.

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| <i>Project Title</i> | <i>2011 - 2012</i> | <i>2012 - 2013</i> | <i>2013 - 2014</i> | <i>2014 - 2015</i> | <i>2015 - 2016</i> | <i>Total</i> |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------|
| <i>Community Services</i> | | | | | | |
| <i>Tennis</i> | | | | | | |
| Replace Siding Tennis | 21,800 | - | - | - | - | 21,800 |
| Repave Tennis Facility | - | 17,000 | 47,800 | - | - | 64,800 |
| Resurface Tennis Courts 8-9-10-11 | - | - | - | 42,250 | - | 42,250 |
| <i>Tennis Total:</i> | 21,800 | 17,000 | 47,800 | 42,250 | - | 128,850 |

KEY RATES

| | 2010/2011 Budget SEASON | | 2011/2012 Budget SEASON | |
|--|------------------------------------|--------------------|------------------------------------|--------------------|
| | (Seasons begins May) | | (Seasons begins May) | |
| Tennis | <u>2010</u> | <u>2011</u> | <u>2011</u> | <u>2012</u> |
| Resident Adult - Season | \$404 / | \$404 | \$399 / | TBD |
| Non-Resident Adult - Season | \$505 / | \$505 | \$499 / | TBD |
| Resident Senior Citizen - Season | \$324 / | \$324 | \$324 / | TBD |
| Non-Resident Senior Citizen - Season | \$405 / | \$405 | \$405 / | TBD |
| Senior Couple Resident Only | \$607 / | \$607 | \$607 / | TBD |
| Resident Junior (13-17) - Season | \$114 / | \$114 | \$114 / | TBD |
| Non-Resident Junior (13-17) - Season | \$144 / | \$144 | \$144 / | TBD |
| Resident Student (18-24*) | N/A / | N/A | \$256 / | TBD |
| Non-Resident Student (18-24*) | N/A / | N/A | \$321 / | TBD |
| Resident Adult - Hourly | \$12 / | \$12 | \$12 | |
| morning | | | | / TBD |
| after 12 noon | \$9 / | \$9 | \$7 / | TBD |
| Non-Resident Adult - Hourly | | | | |
| morning | \$20 / | \$20 | \$18 / | TBD |
| after 12 noon | \$12 / | \$12 | \$10 / | TBD |
| Resident Junior (13-17)- Hourly | \$10 / | \$10 | \$10 / | TBD |
| morning | | | | / TBD |
| after 12 noon | \$5 / | \$5 | \$4 / | TBD |
| Non-Resident Junior (13-17) - Hourly | | | | |
| morning | \$13 / | \$13 | \$13 / | TBD |
| after 12 noon | \$7 / | \$7 | \$6 / | TBD |
| Junior (12 yrs and under) special aftn only Res | Free / | Free | Free / | TBD |
| Junior (12 yrs and under) special aftn only Non-res | | | | |
| Family Resident - Season | \$779 / | \$779 | \$779 / | TBD |
| 80+ season pass | Free / | Free | Free / | TBD |
| Afternoon Season Pass (Mon-Fri aftn 12pm, wknds anytime) | | | | |
| Junior (13-17) Resident | \$91 / | \$91 | \$91 / | TBD |
| Junior (13-17) Non-Resident | \$115 / | \$115 | \$115 / | TBD |
| Adult (18-64) Resident | \$239 / | \$239 | \$219 / | TBD |
| Adult (18-64) Non-Resident | \$299 / | \$299 | \$279 / | TBD |
| Senior (65-79) Resident | \$194 / | \$194 | \$184 / | TBD |
| Senior (65-79) Non-Resident | \$242 / | \$242 | \$232 / | TBD |
| 80+ Resident | Free / | Free | Free / | TBD |
| Student (18-24*) Resident | N/A / | N/A | \$155 / | TBD |
| Student (18-24*) Non-Resident | N/A / | | \$197 / | TBD |

* - Must show student I.D.

Note to Rate Schedule:

Since the season crosses the fiscal year two rates have been provided for the beginning of each season.

IVGID Departmental Budget Summary

**Tennis Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 183,384 | 198,095 | 189,000 | 196,900 | (1,195) | 7,900 |
| Total Revenues and Other Sources | 183,384 | 198,095 | 189,000 | 196,900 | (1,195) | 7,900 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 130,938 | 130,166 | 124,000 | 127,090 | (3,076) | 3,090 |
| Employee Fringe | 30,354 | 30,483 | 31,500 | 33,561 | 3,078 | 2,061 |
| Services and Supplies | 68,918 | 76,100 | 58,000 | 70,300 | (5,800) | 12,300 |
| Insurance | 2,219 | 2,442 | 2,100 | 2,000 | (442) | (100) |
| Utilities | 6,673 | 7,034 | 6,500 | 7,000 | (34) | 500 |
| Cost of Goods and Services Sold | 22,102 | 20,602 | 27,300 | 25,900 | 5,298 | (1,400) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 14,000 | 10,000 | - | 21,800 | 11,800 | 21,800 |
| Capital Carry Forward | - | - | - | - | - | - |
| Debt Service | | | | | | |
| Principal | 49,228 | 52,937 | 52,937 | 49,783 | (3,154) | (3,154) |
| Interest | 7,322 | 6,321 | 6,321 | 4,709 | (1,612) | (1,612) |
| Fiscal Agent Fees | 5 | 30 | 30 | 36 | 6 | 6 |
| Total Expenditures and Uses | 331,759 | 336,115 | 308,688 | 342,179 | 6,064 | 33,491 |
| Net Sources or Uses | (148,375) | (138,020) | (119,688) | (145,279) | (7,259) | (25,591) |



IVGID Departmental Budget Summary

**Tennis Summary
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 183,384 | 198,095 | 189,000 | 196,900 | (1,195) | 7,900 |
| Total Operating Revenue | 183,384 | 198,095 | 189,000 | 196,900 | (1,195) | 7,900 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 130,938 | 130,166 | 124,000 | 127,090 | (3,076) | 3,090 |
| Employee Fringe | 30,354 | 30,483 | 31,500 | 33,561 | 3,078 | 2,061 |
| Services and Supplies | 68,918 | 76,100 | 58,000 | 70,300 | (5,800) | 12,300 |
| Insurance | 2,219 | 2,442 | 2,100 | 2,000 | (442) | (100) |
| Utilities | 6,673 | 7,034 | 6,500 | 7,000 | (34) | 500 |
| Cost of Goods and Services Sold | 22,102 | 20,602 | 27,300 | 25,900 | 5,298 | (1,400) |
| Depreciation | 69,097 | 70,740 | 73,000 | 73,900 | 3,160 | 900 |
| Total Operating Expenses | 330,301 | 337,567 | 322,400 | 339,751 | 2,184 | 17,351 |
| Operating Income (Loss) | (146,917) | (139,472) | (133,400) | (142,851) | (3,379) | (9,451) |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 7,322 | 6,321 | 6,321 | 4,709 | (1,612) | (1,612) |
| Amortization issuance cost | 236 | 236 | 236 | 236 | - | - |
| Fiscal Agent Fee | 5 | 30 | 30 | 36 | 6 | 6 |
| Total Non Operating Expenses | 7,563 | 6,587 | 6,587 | 4,981 | (1,606) | (1,606) |
| Net Income | (154,480) | (146,059) | (139,987) | (147,832) | (1,773) | (7,845) |

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Our Customers and Service Levels

Other Recreation, also referred to as recreation administrative overhead, captures the operating cost of managing the District's parcel files, costs related to administrating the recreation facility fee, and other costs associated with Community Services point of sales systems.

Our Team: Workforce To Administrator Other Recreation

The following tables show the full-time equivalents (FTE) and cost of labor to manage the parcel files, administrate Ordinance 7, and cost for the point of sale systems:

| Full-Time Equivalents | | | | Cost of Labor, Taxes and Benefits | | | | |
|-----------------------|------|------|---------|---|------------|------------|-----------|-----------|
| Total FTE | FTYR | PTYR | PT/SEAS | | Total | FTYR | PTYR | PT/SEAS |
| 3.0 | 1.4 | 0.4 | 1.1 | Other Recreation | 160,047 | 112,831 | 18,959 | 28,257 |
| 1.0 | 1.0 | - | - | Information Technology | 93,353 | 93,353 | - | - |
| 4.0 | 2.4 | 0.4 | 1.1 | Total Full-Time Equivalents and Cost | \$ 253,400 | \$ 206,184 | \$ 18,959 | \$ 28,257 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

The following table compares year-on-year budgeted FTE for Other Recreation operations. The increase in 1 FTE is due to the addition of a Systems Developer to the Information Technology Division dedicated to the development and enhancements of the District's point of sales systems for Community Services.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 3.8 | 3.7 | 3.3 | 3.0 | 4.0 |

The Recreation Facility Fee

As defined in Ordinance 7 (An Ordinance Establishing Rates, Rules and Regulations for Recreation Passes and Recreation Punch Cards by the Incline Village General Improvement District), the Recreation Facility Fee is the annual charge assessed by the District to finance recreation programs and facilities. It supports the various recreational venues in Community Services available to the parcel owners and residents of Incline Village/Crystal Bay community the Recreation Facility Fee is stated in terms of its impact on a per parcel/dwelling unit within the District's boundaries.

The Recreation Facility Fee is made up of operating, capital expenditures, and debt service on a per parcel/dwelling unit basis. The operating component is determined by taking the operating expenses, adding back depreciation, and allocating a portion of the Community Services overhead and General Fund administrative overhead, an allocation method has been developed based on full-time equivalents.

The 2011-2012 Recreation Facility Fee is \$715 as stated below. The table depicts, on a per parcel/dwelling unit basis, how the Recreation Facility Fee is allocated for the fiscal year 2011-12 budget. The table tells the reader how much of the Recreation Facility Fee is being budgeted for each Community Services venue. The \$159 total operating component is what Community Services requires on a per parcel/dwelling unit basis for its operations. The \$242 component represents what is also required for the 2011-2012 planned capital expenditures and the \$274 for related debt service payment in Community Services respectively. The \$40 component is for the working capital (a.k.a. reserves) that is needed to begin to achieve the Board's Policy 17.1.0 Appropriate Level of Working Capital recently approved by the Board of Trustees.

The capital improvement project (CIP) fee of \$85 is for debt service on recreation bonds issued in March 2003 for the Championship Golf Course renovation, partial funding of the high speed detachable quad chairlift at Diamond Peak Ski Resort, and the four tennis courts at the Tennis Center; this CIP fee will sunset in 2013. The CIP fee of \$110 is for debt service for ski recreation bonds that funded the renovation of the Diamond Peak Ski Lodge, the new Skier Services building, and snowmaking project; this CIP fee will sunset in 2018.

The budgeted 2011-2012 Recreation Facility Fee for Community Services is \$5,897,320 and breaks out as follows on a total dollar basis by Community Services venue:

| 2011-2012 Recreation Facility Fee Allocation Table | | | | | |
|--|-----------|---------|--------------|--|--|
| | (1) | (2) | (3) | (sum 1,2,3) Total Recreation Facility Fee | Amount (Parcel/unit x Total RFF) |
| Recreation Facility Fee | Operating | Capital | Debt Service | | |
| Championship Golf Course | (2) | 18 | 31 | 47 | \$387,656 |
| Mountain Golf Course | 6 | 14 | 0 | 20 | \$164,960 |
| Chateau | 2 | 1 | 24 | 27 | \$222,696 |
| Aspen Grove | 6 | 0 | 0 | 6 | \$49,488 |
| Catering | 25 | 1 | 0 | 26 | \$214,448 |
| Diamond Peak Ski Resort | (112) | 57 | 20 | (35) | (\$288,680) |
| Parks | 90 | 108 | 2 | 200 | \$1,649,600 |
| Tennis | 14 | 3 | 1 | 18 | \$148,464 |
| All Youth | 25 | | | 25 | \$206,200 |
| All Adult Programs | 2 | | | 2 | \$16,496 |
| Senior | 20 | | | 20 | \$164,960 |
| Recreation Center | 83 | 28 | 1 | 112 | \$923,776 |
| Defensible Space | | 12 | | 12 | \$98,976 |
| CIP Fee for Debt Service (Champ, Ski, Tennis) | | | 85 | 85 | \$701,080 |
| CIP Fee for Debt Service for Ski | | | 110 | 110 | \$907,280 |
| Add Community Services Reserves | | | | 40 | \$329,920 |
| Total Final Recreation Facility Fee | 159 | 242 | 274 | 715 | \$5,897,320 |

The Recreation Facility Fee is annually billed on the Washoe County property tax bills with the Beach Facility Fee and is listed as separate items. Billing the Recreation Facility Fee and Beach Facility Fee, on the Washoe County property tax bill, is a cost effective method to keep the cost of administrating both facility fees. The two allocation tables summarize how the RFF and the BFF break out by component for operations, capital expenditures, and debt service on

a per parcel/dwelling unit basis for the following recreational amenities.

There are 8,248 parcels/dwelling units assessed the \$715 Recreation Facility Fee and 7,810 parcels/dwelling units assessed the \$115 Beach Facility Fee within Incline Village and Crystal Bay.



Recreation Center

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IVGID Departmental Budget Summary

Other Recreation Summary Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Facilities Fees | 5,126,716 | 6,021,040 | 5,970,000 | 5,897,320 | (123,720) | (72,680) |
| Other Financing Sources | | | | | | |
| Investment Earnings | 106,402 | 38,000 | 40,000 | 20,000 | (18,000) | (20,000) |
| Penalties and Interest | 38,168 | - | - | - | - | - |
| Proceeds from capital assets dispositions | 7,199 | - | - | - | - | - |
| Total Revenues and Other Sources | 5,278,485 | 6,059,040 | 6,010,000 | 5,917,320 | (141,720) | (92,680) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 105,000 | 108,664 | 42,000 | 165,559 | 56,895 | 123,559 |
| Employee Fringe | 43,632 | 44,003 | 24,000 | 87,841 | 43,838 | 63,841 |
| Professional Services | 8,752 | 10,000 | 3,000 | 10,000 | - | 7,000 |
| Services and Supplies | 371,518 | 409,673 | 115,000 | 97,200 | (312,473) | (17,800) |
| Interfund Transfers and Adjustments | | | | | | |
| Transfers In/Out | 570,529 | 638,181 | 571,015 | 357,382 | (280,799) | (213,633) |
| Property Owner's Discounts | (354,101) | (387,007) | - | - | 387,007 | - |
| Total Expenditures and Uses | 745,330 | 823,514 | 755,015 | 717,982 | (105,532) | (37,033) |
| Net Sources or Uses | 4,533,155 | 5,235,526 | 5,254,985 | 5,199,338 | (36,188) | (55,647) |



IVGID Departmental Budget Summary

Other Recreation Summary Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-----------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Facilities Fees | 5,126,716 | 6,021,040 | 5,970,000 | 5,897,320 | (123,720) | (72,680) |
| Penalties and Interest | 38,168 | - | - | - | - | - |
| Total Operating Revenue | 5,164,884 | 6,021,040 | 5,970,000 | 5,897,320 | (123,720) | (72,680) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 105,000 | 108,664 | 42,000 | 165,559 | 56,895 | 123,559 |
| Employee Fringe | 43,632 | 44,003 | 24,000 | 87,841 | 43,838 | 63,841 |
| Professional Services | 8,752 | 10,000 | 3,000 | 10,000 | - | 7,000 |
| Services and Supplies | 371,518 | 409,673 | 115,000 | 97,200 | (312,473) | (17,800) |
| Total Operating Expenses | 528,902 | 572,340 | 184,000 | 360,600 | (211,740) | 176,600 |
| Operating Income (Loss) | 4,635,982 | 5,448,700 | 5,786,000 | 5,536,720 | 88,020 | (249,280) |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 106,402 | 38,000 | 40,000 | 20,000 | (18,000) | (20,000) |
| Gain (loss) on disposal of assets | 7,198 | - | - | - | - | - |
| Total nonoperating revenue | 113,600 | 38,000 | 40,000 | 20,000 | (18,000) | (20,000) |
| Interfund Transfer | | | | | | |
| Transfers In/Out | (570,529) | (638,181) | (571,015) | (357,382) | 280,799 | 213,633 |
| Net Operating Transfers | (570,529) | (638,181) | (571,015) | (357,382) | 280,799 | 213,633 |
| Net Income | 4,179,053 | 4,848,519 | 5,254,985 | 5,199,338 | 350,819 | (55,647) |

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Mission:

Partnering with our community, we provide unique parks & recreation services to inspire and enhance lives.

Our Customers and Service Levels

As defined in Ordinance 7, the customers of the Beaches include the owners of parcels within to the District as of June 1, 1968, per deed restrictions listed on the beach property, and their Guests, for a fee. The 2010 summer beach season saw 158,597 beach visits, an unexpected high number due at least partly to the continued economic challenges and people staying home or vacationing locally. With Lake Tahoe's water level projected to increase for the 2011 season, visits are projected see a small increase as shown by historical trends, thus impacting boat ramp and beach revenues.

The following table is the last four years of actual beach visits and 2011-12 budgeted visits:

| Fiscal Year Ending | Actual 2008 | Actual 2009 | Actual 2010 | Estimated 2011 | Budget 2012 |
|--------------------|----------------|----------------|----------------|-------------------|----------------|
| Beach Visits | 152,291 | 159,827 | 152,624 | 158,000 | 150,000 |

For the 2011 season, the beach gates will be staffed and monitored approximately 117 days during the summer season which is from late-May through mid-September, weather dependent. However, the beaches are open all year long with beach/parks personnel monitoring the beaches daily with the exception of Christmas Day, the only day during the year when all parks staff are off. Boat Ramp operations will begin on May 1, and to remain in compliance with TRPA inspections standards staff will continue to offer by reservation launching during the shoulder seasons.

However, as mentioned above, the main operating season is generally May through November, with the gates being staffed and access controlled from late-May through mid-September. All year long weather conditions dictate usage of the beaches and, even with snow coverage, the boat ramp, picnic areas, playgrounds and beaches are used throughout the year so maintenance practices are carried out daily. Ski Beach is open for dogs off leash typically from mid-October to mid-April. All other beaches remain closed to pets year round. The boat ramp is accessible by reservation from October through April, and staffed and operated May through September.

Major Initiatives and District Goals and Objectives

The major initiatives for Beaches supports the District Long Term Goals which focus on five areas: 1) Resources and Environment; 2) Finance; 3) Workforce; 4) Services; and 5) Facilities. The major initiatives are listed below and each ties to one of the five goal statements or is a direct 2011-2012 objective. The following items are the annual initiatives:

Objectives outlining the specific Long Term Goals;

- A. Continue existing (since BOT direction in 2009) Burnt Cedar Pool schedules by not operating weekends in September to manage cost.
- B. Per BOT direction, outsourcing of Food and Beverage operations and alcohol service at both Burnt Cedar Beach and Incline Beach snack bars to maximize revenue potential, reduce costs and support partnerships with the community.
- C. Continued operation of the Burnt Cedar Pool slide.
- D. Continuing partnership with Tahoe Regional Planning Agency and boat inspection requirements, move to off-site inspections/decontaminations to address better customer service and more effective traffic flow at the boat ramp.

Program Measures

- A. Continue with Burnt Cedar Pool schedules to manage cost- Supports Long Term District Goal 2 - Finance: Closing the Burnt Cedar Pool to swimmers on weekends in September will help reduce the cost of beaches operations. For the three summers prior to 2009, due to user requests, the Burnt Cedar Pool had been open on good weather weekends extending the season into September at a cost of approximately \$6,000. Closure of the Burnt Cedar Pool on weekends in September will reduce service and pool use opportunities.
- B. Outsource Food/Beverage/Alcohol operations – Supports Long Term District Goal 2 – Finance by maximizing revenues, reducing costs and supports community partnerships.
- C. Burnt Cedar Pool Slide – Supports Long Term District Goal 4 - Service: Continued operation of the Burnt Cedar Pool slide
- D. Off-site boat inspections – Supports Long Term District Goal 1 – Resource and Environment: The Tahoe Regional Planning Agency requirement for boat inspections add a layer of protection to the lake environment and contributes to the safety of the districts’ water source; moving those inspections off site assists in customer service, helps TRPA keep costs to boaters under control by following grant requirements and assists in maximizing effective traffic flow at the ramp.

The following program measure will be used to evaluate Beach operations. Staff is still considering other meaningful measures:

| Beach | 2009-2010 Actual | 2010-2011 Budget | 2010-2011 Estimated | 2011-2012 Budget |
|-----------------------------------|---------------------|---------------------|------------------------|---------------------|
| Opening Date | 5/20/2009 | 5/26/2010 | 5/25/2011 | 5/23/2012 |
| Closing Date | 9/20/2009 | 9/19/2010 | 9/18/2011 | 9/16/2012 |
| Days Gates are Staffed | 124 | 117 | 117 | 117 |
| Beach Usage (visits) | 152,624 | 135,000 | 158,000 | 150,000 |
| Food & Beverage Revenue per Visit | \$0.65 | \$0.89 | \$0.61 | \$0.37 |

Our Team: Outline Workforce to meet initiatives

The Parks & Recreation Director has direct oversight of the Beach operations and its workforce including the Parks Superintendent, Recreation Supervisor-Aquatics and Beach Host Manager

along with their respective seasonal employees.

The following tables detail the workforce needed to achieve the major initiatives outlined above and run operations. The tables also show the fully burdened labor cost of meeting those initiatives and operational needs:

| Full-Time Equivalents | | | | | Cost of Labor, Taxes and Benefits | | | | | |
|-----------------------|------|------|-----|---------|--------------------------------------|-----------|-----------|----------|-----------|-----------|
| Total FTE | FTYR | PTYR | SM | PT/SEAS | | Total | FTYR | PTYR | SM | PT/SEAS |
| 9.8 | 0.4 | - | 0.4 | 9.0 | Operations | 293,055 | 31,599 | - | 26,944 | 234,512 |
| 4.4 | 1.5 | - | - | 2.9 | Maintenance - Parks | 195,308 | 120,128 | - | - | 75,180 |
| 0.7 | 0.6 | 0.1 | - | 0.0 | Administration | 65,406 | 60,717 | 3,792 | - | 897 |
| 14.9 | 2.5 | 0.1 | 0.4 | 11.9 | Total Full-Time Equivalents and Cost | \$553,769 | \$212,444 | \$ 3,792 | \$ 26,944 | \$310,589 |

Legend: FTYR = full time, year round; PTYR = Part time, year round; SM = Seasonal Manager; PT/SEAS = part time/seasonal

The following Budgeted Full-Time Equivalents table compares year on year budgeted full time equivalents (FTEs) for all Beach operations. The 2.6 FTE decrease from last year's budget is a result of outsourcing the Food and Beverage operations to the third parties.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 17.4 | 16.6 | 18.3 | 17.6 | 14.9 |

Pricing our Services, Revenue Strategies, Key Rates, and Operations

Beach revenue consists of entrance fees for guests of residents, launch fees, food and beverage sales, kayak storage rental space and the Beach Facility Fee. The Beach Facility Fee is discussed below under Impact to Beach Fee.

The Beach Facility Fee (BFF) is 56% of Beach's total revenue; Entrance fees are approximately 34% of the Beach's revenue; Food and Beverage operations consist of the snack bars at Incline Beach and Burnt Cedar and are approximately 4% of the revenue. Rental revenue is 6% of the revenue and consists of kayak use and storage fees, watercraft rental fees, and group picnic rentals.

In an effort to keep the Beach Facility Fee down the Board has increased the daily entrance fee for adult guests to \$12, a \$2 increase from last year's fee. Increasing the Adult Guest Fee allows a larger contribution to help offset the cost of operating the beaches. The paying adult guest visits are estimated at 14,000, and the estimated revenue reflects a roughly 15% discount for potential lost beach visits due to the \$2 increase.

The Kayak storage rack rates for summer and winter use remain unchanged per Board Direction. However we will be installing additional kayak racks to replace the lost revenue from leasing out Hermit Beach to the Hyatt for Action Water Sports. The Tahoe Regional Planning Agency recently informed IVGID and Action Water Sports they can no longer continue due to coverage challenges and other possible environmental concerns therefore creating an opportunity for the District to install additional kayak racks to rent out. This new set of kayak racks will greatly reduce the current kayak wait list by allowing an additional 64 slots to be sold. Key rate schedules can be found on page 252.

Budget on budget operating income has decreased. This is largely due to the realignment of the property owner's discount (from Community Services to Beaches) which allows the parcel owner to buy down the non-resident rate to the resident rate for guests at the beach.

Impact to Beach Facility Fee

The Beach Enterprise Fund receives the Beach Facility Fee (BFF) to support its operations. The amount of Beach Fee for 2011-2012 is \$898,150 and is up \$116,450 to last year's BFF and is the result of realigning the property owner discounts however a portion of the increased BFF was offset by increasing the adult guest rate by \$2. The Beach Facility Fee is the annual recreation standby and service charge assessed by the District on all qualified real property that is located within the current geographic boundaries of the District. It is charged only to the customers of the Beaches which are the owners of the parcels annexed to the District before June 1, 1968, per deed restrictions listed on the beach property. The impact of the Beach operations and major initiatives to the Beach Fee is as stated below:

| | (1) Operating | (2) Capital | (3) Debt Service | (sum 1,2,3) Total Beach Fee |
|--------------------------|------------------|----------------|---------------------|--------------------------------|
| Per Parcel/Dwelling Unit | \$98 | \$0 | \$17 | \$115 |
| Facility Fee in dollars | \$765,380 | \$0 | \$132,770 | \$898,150 |

The Beach Facility Fee is made up of operating, capital expenditures, and debt service related to the Beaches on a per parcel/dwelling unit basis. The operating component of the Beach Facility Fee is determined by taking the operating expenses, the General Fund transfers, and adding back depreciation. The debt service portion is to cover the beaches portion of related shared debt on outstanding bonds. Though the Beach capital component of the Beach Facility Fee is zero, the Beaches have capital planned for 2011-2012 in the amount of \$59,930 or \$8 on the Beach Facility Fee but in an effort to keep the Beach Facility Fees down funding for the beach capital is coming from the beach reserves therefore the Beach Facility Fee associated with capital is zero.

The following table shows the last four years of budgeted Beach Fee:

| | Budget 2007-2008 | Budget 2008-2009 | Budget 2009-2010 | Budget 2010-2011 | Budget 2011-2012 |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Beach Fee | \$125 | \$155 | \$113 | \$100 | \$115 |
| Beach Legal Defense Fund | \$25 | n/a | n/a | n/a | n/a |

Infrastructure and Capital to Support Service Levels

The Beach Fund has planned capital expenditures of \$59,930 in 2011-2012 and a five year capital plan in the amount of \$543,530. Siding and roofing the Incline Beach Snack Bar is \$35,750 and is in year one of the capital plan. Please note that the Board of Trustees only approved year one, 2011-2012, of the five-year capital plan. On the next page there is a list of the capital projects that make up the five-year capital plan.

5 YEAR I.V.G.I.D. MULTIYEAR CAPITAL IMPROVEMENT PLAN AT A GLANCE

| Project Title | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|--|-------------|-------------|-------------|-------------|-------------|---------|
| Beaches | | | | | | |
| Repave Boat Ramp | - | - | 10,000 | - | - | 10,000 |
| Repave Parking Lot - Incline Beach | - | 18,000 | - | - | - | 18,000 |
| Repave Parking Lot - Burnt Cedar | - | 102,000 | - | - | - | 102,000 |
| Replace Beach Playgrounds | - | - | - | - | - | - |
| Install New Pool Deck Lights | - | - | - | - | - | - |
| Install "in pool" lights | - | - | - | - | - | - |
| Burnt Cedar Beach Kitchen | 6,200 | 6,600 | - | - | - | 12,800 |
| Incline Beach Kitchen | - | 6,600 | - | - | - | 6,600 |
| Picnic Tables | - | 15,000 | - | - | - | 15,000 |
| Community Family Gathering Area Improvements | - | - | 12,000 | 32,000 | - | 44,000 |
| Replace Beach Chairs | - | 24,000 | - | - | - | 24,000 |
| Ski Beach Bathroom Remodel ADA Compliant | - | - | 246,700 | - | - | 246,700 |
| Remodel Incline Beach Bathrooms | 18,260 | - | - | - | - | 18,260 |
| Incline Beach Roof /Siding Install | 35,470 | - | - | - | - | 35,470 |
| Replace Baby Pool Boiler | - | - | 10,700 | - | - | 10,700 |
| Resurface Swimming and Toddler Pools | - | - | - | - | - | - |
| <i>Beaches Total:</i> | 59,930 | 172,200 | 279,400 | 32,000 | - | 543,530 |

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to the departments. For the 2011-2012 fiscal year, the Buildings Department's internal charge to Beaches is \$68,021 to maintain existing infrastructure and the Fleet Department's internal charge is \$38,263 to maintain and repair existing equipment/rolling stock. There has been an additional cost to Beaches for incremental use of the Aspen Grove and Overflow Parking areas by beach users of \$37,920 as rental income to the Parks operating budget. The beach cost is captured in the rental expense line.

KEY RATES

| Beach | 2010/11 Budget | | 2011/12 Budget | |
|--|-----------------------|-------------|-----------------------|---------------|
| | SEASON | | SEASON | |
| | (Seasons begins May) | | (Seasons begins May) | |
| | <u>2010</u> | <u>2011</u> | <u>2011</u> | <u>2012</u> |
| | | | | (Not Adopted) |
| Daily Adult | \$10 | / \$12 | \$12 | / \$12 |
| Daily Child | \$4 | / \$4 | \$4 | / \$4 |
| Vehicle with Watercraft - Season | \$38 | / \$38 | \$38 | / \$38 |
| Vehicle & Trailer - Season | \$135 | / \$135 | \$135 | / \$135 |
| Vehicle with Watercraft - Daily | \$4 | / N/A | N/A | / N/A |
| Vehicle & Trailer - Daily | \$17 | / \$17 | \$17 | / \$17 |
| <u>Kayak Storage Fee</u> | | | | |
| Summer | \$184 | / \$184 | \$184 | / \$184 |
| Winter | \$105 | / \$105 | \$105 | / \$105 |
| Full Year | \$250 | / \$250 | \$250 | / \$250 |
| <u>Group Picnic Area Reservation</u> | | | | |
| 8am - 2pm or 3pm - 8pm Mon-Thurs | \$103 | / \$103 | \$103 | / \$103 |
| 8am - 2pm or 3pm - 8pm Fri-Sun | \$139 | / \$139 | \$139 | / \$139 |
| All Day - Mon-Thurs | \$155 | / \$155 | \$155 | / \$155 |
| All Day - Fri - Sun | \$211 | / \$211 | \$211 | / \$211 |

Note to Rate Schedule:

Since the season crosses the fiscal year, two rates have been provided for the beginning of each season.

IVGID Departmental Budget Summary

**Beach Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 600,273 | 665,156 | 710,431 | 598,700 | (66,456) | (111,731) |
| Facilities Fees | 865,539 | 781,700 | 781,700 | 898,150 | 116,450 | 116,450 |
| Rents | 110,393 | 81,792 | 80,000 | 93,900 | 12,108 | 13,900 |
| Other Financing Sources | | | | | | |
| Non Operating Leases | 142 | - | - | - | - | - |
| Investment Earnings | 9,834 | 8,400 | 8,400 | 10,000 | 1,600 | 1,600 |
| Penalties and Interest | 3,649 | - | - | - | - | - |
| Proceeds from capital assets dispositions | 213 | - | - | - | - | - |
| Total Revenues and Other Sources | 1,590,043 | 1,537,048 | 1,580,531 | 1,600,750 | 63,702 | 20,219 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 470,248 | 482,247 | 429,755 | 433,603 | (48,644) | 3,848 |
| Employee Fringe | 122,178 | 132,634 | 140,635 | 120,166 | (12,468) | (20,469) |
| Professional Services | 7,634 | 66,717 | 14,500 | 67,300 | 583 | 52,800 |
| Services and Supplies | 322,673 | 398,588 | 692,050 | 697,733 | 299,145 | 5,683 |
| Insurance | 17,158 | 13,374 | 15,500 | 17,800 | 4,426 | 2,300 |
| Utilities | 81,833 | 94,335 | 83,150 | 92,400 | (1,935) | 9,250 |
| Cost of Goods and Services Sold | 30,038 | 33,629 | 13,000 | - | (33,629) | (13,000) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 122,173 | 161,860 | 131,860 | 59,930 | (101,930) | (71,930) |
| Capital Carry Forward | - | - | - | 30,000 | 30,000 | 30,000 |
| Debt Service | | | | | | |
| Principal | 240,362 | 217,053 | 217,053 | 108,928 | (108,125) | (108,125) |
| Interest | 32,662 | 28,084 | 28,084 | 23,964 | (4,120) | (4,120) |
| Fiscal Agent Fees | 113 | 245 | 245 | 258 | 13 | 13 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | (161,860) | (131,860) | (79,930) | 81,930 | 51,930 |
| Transfers In/Out | 63,392 | 59,797 | 52,335 | 28,598 | (31,199) | (23,737) |
| Total Expenditures and Uses | 1,510,464 | 1,526,703 | 1,686,307 | 1,600,750 | 74,047 | (85,557) |
| Net Sources and Uses | 79,579 | 10,345 | (105,776) | - | (10,345) | 105,776 |

IVGID Departmental Budget Summary

Beach Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 600,273 | 665,156 | 710,431 | 598,700 | (66,456) | (111,731) |
| Facilities Fees | 865,539 | 781,700 | 781,700 | 898,150 | 116,450 | 116,450 |
| Rents | 110,393 | 81,792 | 80,000 | 93,900 | 12,108 | 13,900 |
| Penalties and Interest | 3,649 | - | - | - | - | - |
| Total Operating Revenue | 1,579,854 | 1,528,648 | 1,572,131 | 1,590,750 | 62,102 | 18,619 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 470,248 | 482,247 | 429,755 | 433,603 | (48,644) | 3,848 |
| Employee Fringe | 122,178 | 132,634 | 140,635 | 120,166 | (12,468) | (20,469) |
| Professional Services | 7,634 | 66,717 | 14,500 | 67,300 | 583 | 52,800 |
| Services and Supplies | 322,673 | 398,588 | 692,050 | 697,733 | 299,145 | 5,683 |
| Insurance | 17,158 | 13,374 | 15,500 | 17,800 | 4,426 | 2,300 |
| Utilities | 81,833 | 94,335 | 83,150 | 92,400 | (1,935) | 9,250 |
| Cost of Goods and Services Sold | 30,038 | 33,629 | 13,000 | - | (33,629) | (13,000) |
| Depreciation | 137,547 | 112,084 | 122,500 | 103,100 | (8,984) | (19,400) |
| Total Operating Expenses | 1,189,309 | 1,333,608 | 1,511,090 | 1,532,102 | 198,494 | 21,012 |
| Operating Income (Loss) | 390,545 | 195,040 | 61,041 | 58,648 | (136,392) | (2,393) |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 9,834 | 8,400 | 8,400 | 10,000 | 1,600 | 1,600 |
| Non Operating Leases | 142 | - | - | - | - | - |
| Gain (loss) on disposal of assets | 213 | - | - | - | - | - |
| Total Non Operating Revenue | 10,189 | 8,400 | 8,400 | 10,000 | 1,600 | 1,600 |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 32,662 | 28,084 | 28,084 | 23,964 | (4,120) | (4,120) |
| Amortization issuance cost | 6,130 | 6,128 | 6,128 | 6,128 | - | - |
| Fiscal Agent Fee | 113 | 245 | 245 | 258 | 13 | 13 |
| Total Non Operating Expenses | 38,905 | 34,457 | 34,457 | 30,350 | (4,107) | (4,107) |
| Interfund Transfer | | | | | | |
| Transfers In/Out | (63,392) | (59,797) | (52,335) | (28,598) | 31,199 | 23,737 |
| Net Operating Transfers | (63,392) | (59,797) | (52,335) | (28,598) | 31,199 | 23,737 |
| Net Income | 298,437 | 109,186 | (17,351) | 9,700 | (99,486) | 27,051 |

IVGID Departmental Budget Summary

Beach - Operations
Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 501,121 | 545,054 | 613,631 | 542,700 | (2,354) | (70,931) |
| Facilities Fees | 865,539 | 781,700 | 781,700 | 898,150 | 116,450 | 116,450 |
| Rents | 110,393 | 81,792 | 80,000 | 93,900 | 12,108 | 13,900 |
| Other Financing Sources | | | | | | |
| Non Operating Leases | 142 | - | - | - | - | - |
| Investment Earnings | 9,834 | 8,400 | 8,400 | 10,000 | 1,600 | 1,600 |
| Penalties and Interest | 3,649 | - | - | - | - | - |
| Total Revenues and Other Sources | 1,490,678 | 1,416,946 | 1,483,731 | 1,544,750 | 127,804 | 61,019 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 294,773 | 295,172 | 272,500 | 288,995 | (6,177) | 16,495 |
| Employee Fringe | 70,824 | 75,057 | 87,700 | 69,466 | (5,591) | (18,234) |
| Professional Services | 7,634 | 66,717 | 14,500 | 67,300 | 583 | 52,800 |
| Services and Supplies | 153,830 | 218,387 | 535,100 | 521,633 | 303,246 | (13,467) |
| Insurance | 17,158 | 13,374 | 15,500 | 17,800 | 4,426 | 2,300 |
| Utilities | 59,956 | 62,533 | 61,850 | 59,100 | (3,433) | (2,750) |
| Capital Expenditures | | | | | | |
| Capital Improvements | 122,173 | 96,860 | 96,860 | 59,930 | (36,930) | (36,930) |
| Carry Forward | - | - | - | - | - | - |
| Debt Service | | | | | | |
| Principal | 240,362 | 217,053 | 217,053 | 108,928 | (108,125) | (108,125) |
| Interest | 32,662 | 28,084 | 28,084 | 23,964 | (4,120) | (4,120) |
| Fiscal Agent Fees | 113 | 245 | 245 | 258 | 13 | 13 |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | - | (96,860) | (96,860) | (59,930) | 36,930 | 36,930 |
| Transfers In/Out | 63,392 | 59,797 | 52,335 | 28,598 | (31,199) | (23,737) |
| Total Expenditures and Uses | 1,062,877 | 1,036,419 | 1,284,867 | 1,186,042 | 149,623 | (98,825) |
| Net Sources and Uses | 427,801 | 380,527 | 198,864 | 358,708 | (21,819) | 159,844 |

IVGID Departmental Budget Summary

Beach - Operations
 Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 501,121 | 545,054 | 613,631 | 542,700 | (2,354) | (70,931) |
| Facilities Fees | 865,539 | 781,700 | 781,700 | 898,150 | 116,450 | 116,450 |
| Rents | 110,393 | 81,792 | 80,000 | 93,900 | 12,108 | 13,900 |
| Penalties and Interest | 3,649 | - | - | - | - | - |
| Total Operating Revenue | 1,480,702 | 1,408,546 | 1,475,331 | 1,534,750 | 126,204 | 59,419 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 294,773 | 295,172 | 272,500 | 288,995 | (6,177) | 16,495 |
| Employee Fringe | 70,824 | 75,057 | 87,700 | 69,466 | (5,591) | (18,234) |
| Professional Services | 7,634 | 66,717 | 14,500 | 67,300 | 583 | 52,800 |
| Services and Supplies | 153,830 | 218,387 | 535,100 | 521,633 | 303,246 | (13,467) |
| Insurance | 17,158 | 13,374 | 15,500 | 17,800 | 4,426 | 2,300 |
| Utilities | 59,956 | 62,533 | 61,850 | 59,100 | (3,433) | (2,750) |
| Depreciation | 135,452 | 111,046 | 122,500 | 103,000 | (8,046) | (19,500) |
| Total Operating Expenses | 739,627 | 842,286 | 1,109,650 | 1,127,294 | 285,008 | 17,644 |
| Operating Income (Loss) | 741,075 | 566,260 | 365,681 | 407,456 | (158,804) | 41,775 |
| Non Operating Revenues | | | | | | |
| Investment Earnings | 9,834 | 8,400 | 8,400 | 10,000 | 1,600 | 1,600 |
| Non Operating Leases | 142 | - | - | - | - | - |
| Total Non Operating Revenue | 9,976 | 8,400 | 8,400 | 10,000 | 1,600 | 1,600 |
| Non Operating Expense | | | | | | |
| Interest on bond debt | 32,662 | 28,084 | 28,084 | 23,964 | (4,120) | (4,120) |
| Amortization issuance cost | 6,130 | 6,128 | 6,128 | 6,128 | - | - |
| Fiscal Agent Fee | 113 | 245 | 245 | 258 | 13 | 13 |
| Total Non Operating Expenses | 38,905 | 34,457 | 34,457 | 30,350 | (4,107) | (4,107) |
| Interfund Transfer | | | | | | |
| Transfers In/Out | (63,392) | (59,797) | (52,335) | (28,598) | 31,199 | 23,737 |
| Net Operating Transfers | (63,392) | (59,797) | (52,335) | (28,598) | 31,199 | 23,737 |
| Net Income | 648,754 | 480,406 | 287,289 | 358,508 | (121,898) | 71,219 |

IVGID Departmental Budget Summary

**Beach - Maintenance
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|--|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Other Financing Sources | | | | | | |
| Proceeds from capital assets dispositions | 213 | - | - | - | - | - |
| Total Revenues and Other Sources | <u>213</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 132,759 | 134,780 | 138,000 | 144,608 | 9,828 | 6,608 |
| Employee Fringe | 39,545 | 46,692 | 48,000 | 50,700 | 4,008 | 2,700 |
| Services and Supplies | 140,601 | 151,338 | 139,000 | 167,000 | 15,662 | 28,000 |
| Utilities | 16,237 | 25,564 | 17,500 | 25,500 | (64) | 8,000 |
| Capital Expenditures | | | | | | |
| Capital Improvements | - | 65,000 | 35,000 | - | (65,000) | (35,000) |
| Capital Forward | | | | 30,000 | 30,000 | 30,000 |
| Debt Service | | | | | | |
| Interfund Transfers and Adjustments | | | | | | |
| Funded Capital | | (65,000) | (35,000) | (20,000) | 45,000 | 15,000 |
| Total Expenditures and Uses | <u>329,142</u> | <u>358,374</u> | <u>342,500</u> | <u>397,808</u> | <u>39,434</u> | <u>55,308</u> |
| Net Sources and Uses | <u>(328,929)</u> | <u>(358,374)</u> | <u>(342,500)</u> | <u>(397,808)</u> | <u>(39,434)</u> | <u>(55,308)</u> |



IVGID Departmental Budget Summary

**Beach - Maintenance
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|-----------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 132,759 | 134,780 | 138,000 | 144,608 | 9,828 | 6,608 |
| Employee Fringe | 39,545 | 46,692 | 48,000 | 50,700 | 4,008 | 2,700 |
| Services and Supplies | 140,601 | 151,338 | 139,000 | 167,000 | 15,662 | 28,000 |
| Utilities | 16,237 | 25,564 | 17,500 | 25,500 | (64) | 8,000 |
| Total Operating Expenses | <u>329,142</u> | <u>358,374</u> | <u>342,500</u> | <u>387,808</u> | <u>29,434</u> | <u>45,308</u> |
| Operating Income (Loss) | <u>(329,142)</u> | <u>(358,374)</u> | <u>(342,500)</u> | <u>(387,808)</u> | <u>(29,434)</u> | <u>(45,308)</u> |
| Non Operating Revenues | | | | | | |
| Gain (loss) on disposal of assets | 213 | - | - | - | - | - |
| Total nonoperating revenue | <u>213</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> | <u>-</u> |
| Net Income | <u>(328,929)</u> | <u>(358,374)</u> | <u>(342,500)</u> | <u>(387,808)</u> | <u>(29,434)</u> | <u>(45,308)</u> |

IVGID Departmental Budget Summary

**Beach - Food and Beverage
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Revenues | | | | | | |
| Sales and Fees | 99,152 | 120,102 | 96,800 | 56,000 | (64,102) | (40,800) |
| Total Revenues and Other Sources | 99,152 | 120,102 | 96,800 | 56,000 | (64,102) | (40,800) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 42,716 | 52,295 | 19,255 | - | (52,295) | (19,255) |
| Employee Fringe | 11,809 | 10,885 | 4,935 | - | (10,885) | (4,935) |
| Services and Supplies | 28,242 | 28,863 | 17,950 | 9,100 | (19,763) | (8,850) |
| Utilities | 5,640 | 6,238 | 3,800 | 7,800 | 1,562 | 4,000 |
| Cost of Goods and Services Sold | 30,038 | 33,629 | 13,000 | - | (33,629) | (13,000) |
| Total Expenditures and Uses | 118,445 | 131,910 | 58,940 | 16,900 | (115,010) | (42,040) |
| Net Sources and Uses | (19,293) | (11,808) | 37,860 | 39,100 | 50,908 | 1,240 |



IVGID Departmental Budget Summary

**Beach - Food and Beverage
Operating and Net Income (Loss)**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|---------------------------|---------------------------|-------------------------------|---------------------------|------------------------------|----------------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 99,152 | 120,102 | 96,800 | 56,000 | (64,102) | (40,800) |
| Total Operating Revenue | 99,152 | 120,102 | 96,800 | 56,000 | (64,102) | (40,800) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 42,716 | 52,295 | 19,255 | - | (52,295) | (19,255) |
| Employee Fringe | 11,809 | 10,885 | 4,935 | - | (10,885) | (4,935) |
| Services and Supplies | 28,242 | 28,863 | 17,950 | 9,100 | (19,763) | (8,850) |
| Utilities | 5,640 | 6,238 | 3,800 | 7,800 | 1,562 | 4,000 |
| Cost of Goods and Services Sold | 30,038 | 33,629 | 13,000 | - | (33,629) | (13,000) |
| Depreciation | 2,095 | 1,038 | - | 100 | (938) | 100 |
| Total Operating Expenses | 120,540 | 132,948 | 58,940 | 17,000 | (115,948) | (41,940) |
| Operating Income (Loss) | (21,388) | (12,846) | 37,860 | 39,000 | 51,846 | 1,140 |
| Net Income | (21,388) | (12,846) | 37,860 | 39,000 | 51,846 | 1,140 |

This section provides supplemental information for the following departments:

- Marketing
- Food and Beverage

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Consolidated
Informational Section Only

Marketing is accounted for in Golf, Facilities, Ski and Parks and Recreation.

IVGID Departmental Budget Summary

**Marketing Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|------------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 162,359 | 176,821 | 176,821 | 208,051 | 31,230 | 31,230 |
| Employee Fringe | 75,595 | 79,893 | 79,893 | 89,686 | 9,793 | 9,793 |
| Services and Supplies | 458,935 | 525,538 | 525,538 | 529,670 | 4,132 | 4,132 |
| Utilities | 3,923 | 4,273 | 4,273 | 2,800 | (1,473) | (1,473) |
| Total Expenditures and Uses | 700,812 | 786,525 | 786,525 | 830,207 | 43,682 | 43,682 |
| Net Sources or Uses | (700,812) | (786,525) | (786,525) | (830,207) | (43,682) | (43,682) |

IVGID Departmental Budget Summary

**Marketing Summary
Sources and Uses - By Area**

| | Champ. Golf | Mountain Golf | Facilities | Ski | Parks and Recreation | Total all Marketing |
|------------------------------------|------------------|------------------|-----------------|------------------|-------------------------|------------------------|
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 25,069 | 1,966 | 7,097 | 167,257 | 6,662 | 208,051 |
| Employee Fringe | 6,001 | 852 | 1,408 | 78,552 | 2,873 | 89,686 |
| Services and Supplies | 78,700 | 28,250 | 29,300 | 366,820 | 26,600 | 529,670 |
| Utilities | - | - | - | 2,800 | - | 2,800 |
| Total Expenditures and Uses | 109,770 | 31,068 | 37,805 | 615,429 | 36,135 | 830,207 |
| Net Sources or Uses | (109,770) | (31,068) | (37,805) | (615,429) | (36,135) | (830,207) |

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Mission:

To service our community and general public with value driven product with gracious service.

Our Customers and Service Levels

Through our broad range of seasonal outlets we accommodate a blend of Picture Pass Holders, recreating public and destination wedding guests.

Major Initiatives

Diamond Peak Ski Resort: As a team we are leveraging what we have learned in our new outlets “Tahoe Taco, Phatty’s & Lodge Pole BBQ” to maximize both customer satisfaction and profitability.

The Chateau at Incline Village Banquet Department: To increase business through outstanding food and consistent excellent service. In addition we are excited to explore the use of outside caterers as an extended sales force.

The Golf Courses at Incline Village: In response to community feedback we are focusing our efforts on consistent and value driven product of the highest quality for golfers and non-golfers alike.

Program Measures

The following program measure will be used to evaluate Food and Beverage operations. Staff is still considering other meaningful measures:

| | 2009-2010 | 2010-2011 | 2010-2011 | 2011-2012 |
|------------------------------------|-----------|-----------|---------------------|-----------|
| | Actual | Budget | Estimated Actual | Budget |
| Food & Beverage Revenue per Round | | | | |
| Championship Golf Course | \$11.76 | \$11.01 | \$13.85 | \$11.90 |
| Mountain Golf Course | \$4.66 | \$6.00 | \$4.56 | \$6.62 |
| Ski Resort | \$6.21 | \$6.50 | \$6.15 | \$6.50 |
| Catering Covers | 16,073 | 17,000 | 13,000 | 8,500 |
| Average Revenue Per Catering Cover | \$48.13 | \$51.52 | \$55.92 | \$41.36 |

Our Team: Outline Workforce to meet initiatives

The Food and Beverage Director has direct oversight of the Food and Beverage operations and its workforce including the Executive Chef, Sous Chef, and Administrative Coordinator along with their respective seasonal employees.

The following tables detail the workforce needed to achieve the major initiatives outlined above and run operations. The tables also show the fully burdened labor cost of meeting those initiatives and operational needs:

| Full-Time Equivalents | | | | Cost of Labor, Taxes and Benefits | | |
|-----------------------|------|---------|---|-----------------------------------|-----------|-----------|
| Total FTE | FTYR | PT/SEAS | | Total | FTYR | PT/SEAS |
| 5.2 | 0.2 | 5.0 | Champ Golf F&B | 126,545 | 19,548 | 106,997 |
| 1.4 | 0.1 | 1.3 | Mountain Golf F&B | 33,915 | 7,772 | 26,143 |
| 8.1 | 2.9 | 5.1 | Catering | 365,332 | 249,986 | 115,346 |
| 5.7 | 1.8 | 3.9 | Diamond Peak F&B | 235,202 | 150,220 | 84,982 |
| 20.4 | 5.0 | 15.4 | Total Full-Time Equivalents and Cost | \$760,994 | \$427,526 | \$333,468 |

Legend: FTYR = full time, year round; PT/SEAS = part time/seasonal

The following Budgeted Full-Time Equivalents table compares year on year budgeted full time equivalents (FTEs) for all Food and Beverage operations. The workforce no longer includes a .5 FTE for the Assistant Food. The remaining FTE decrease from last year's budget is a result of outsourcing the beach food and beverage operations and reduced catering events.

| Budgeted Full-Time Equivalents | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2007-08 | 2008-09 | 2009-10 | 2010-11 | 2011-12 |
| 26.2 | 25.0 | 25.1 | 28.1 | 20.4 |

Pricing our Services, Revenue Strategies, Key Rates, and Operations

- Utilize the marketing team more aggressively.
- Test the 10% Picture Pass Holder Program
- Assertively manage waste
- Continue to offer competitive pricing based on local and far reaching market research
- Closely monitor the rising cost of food due to fuel cost.

Infrastructure and Capital to Support Service Levels

Food and Beverage have planned capital expenditures of \$74,583 in 2011-2012 and a five year capital plan in the amount of \$413,161. The two biggest projects are the replacement of the Diamond Peak Lodge Chairs in 2011-2012 for \$35,090 and the replacement of the Cargo Van in 2012-2013 for \$28,500. Please note that the Board of Trustees only approved year one, 2011-2012, of the five-year capital plan.

| <i>Data Sheet</i> | <i>Project Title</i> | 2011 - 2012 | 2012 - 2013 | 2013 - 2014 | 2014 - 2015 | 2015 - 2016 | Total |
|-------------------|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| <i>Golf</i> | | | | | | | |
| CGO 6 | Bartender Pass Through | 7,250 | - | - | - | - | 7,250 |
| CGO 16 | Champ Grille Kitchen Equip. | - | 10,025 | 32,190 | - | - | 42,215 |
| CGO 18 | The Grille Furniture & Bar Cooler | - | 6,500 | 9,000 | - | - | 15,500 |
| GO 527 | 2002 Bar Cart #527 | - | - | 27,800 | - | - | 27,800 |
| GO 528 | 2002 Bar Cart #528 | - | - | 27,800 | - | - | 27,800 |
| GO 529 | 2002 Bar Cart #529 | - | - | 27,800 | - | - | 27,800 |
| <i>Facilities</i> | | | | | | | |
| FFB 1 | F&B Computer Equipment - POS Work | - | 14,173 | - | 14,250 | - | 28,423 |
| FFB 4 | Banquet China | - | 25,225 | - | - | - | 25,225 |
| FFB 6 | Replace Catering Tables | - | 19,237 | - | - | - | 19,237 |
| FFB 12 | Replace Banquet Silverware | 9,000 | - | - | - | - | 9,000 |
| FFB 20 | Catering Kitchen Equipment | - | 18,953 | 22,625 | - | - | 41,578 |
| FFB 474 | 2001 Pick-up Truck 4x4 (1/2-Ton) | - | - | 23,100 | - | - | 23,100 |
| FFB 509 | 2002 Cargo Van 4x4 | - | 28,500 | - | - | - | 28,500 |
| <i>Ski</i> | | | | | | | |
| Ski 11 | Diamond Peak Lodge Chairs | 35,090 | - | - | - | - | 35,090 |
| Ski 12 | Snowflake Lodge Kitchen Equipment | 7,018 | - | - | - | - | 7,018 |
| Ski 13 | Diamond Peak Loft Bar Kitchen Equip. | - | - | - | 5,600 | - | 5,600 |
| Ski 14 | Diamond Peak Main Kitchen Equip. | 10,025 | - | - | 12,600 | - | 22,625 |
| Ski 16 | Main Lodge Barbeque | - | - | - | - | - | - |
| <i>Beach</i> | | | | | | | |
| BE 9 | Burnt Cedar Beach Kitchen | 6,200 | 6,600 | - | - | - | 12,800 |
| BE 10 | Incline Beach Kitchen | - | 6,600 | - | - | - | 6,600 |
| | | 74,583 | 135,813 | 170,315 | 32,450 | - | 413,161 |

The operational impact of maintaining new and existing infrastructure is handled by the District Buildings Department and all rolling stock and equipment by the District Fleet Department. The cost to maintain capital is transacted through an internal service charge and is charged directly to the departments. For the 2011-2012 fiscal year, the Buildings Department's internal charge to Food and Beverage is \$52,961 to maintain existing infrastructure and the Fleet Department's internal charge is \$9,222 to maintain and repair existing equipment/rolling stock.

Consolidated
Informational Section Only
Food & Beverage is accounted for in Golf, Facilities, Ski, and Beach Fund.

IVGID Departmental Budget Summary

**Food & Beverage Summary
Sources and Uses**

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Sales and Fees | 2,040,757 | 2,149,786 | 2,149,786 | 1,566,600 | (583,186) | (583,186) |
| Rents | (13,358) | - | - | - | - | - |
| Total Revenues and Other Sources | 2,027,399 | 2,149,786 | 2,149,786 | 1,566,600 | (583,186) | (583,186) |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 607,347 | 675,409 | 675,409 | 572,419 | (102,990) | (102,990) |
| Employee Fringe | 209,590 | 216,822 | 216,822 | 188,141 | (28,681) | (28,681) |
| Professional Services | - | - | - | 500 | 500 | 500 |
| Services and Supplies | 312,669 | 321,243 | 321,243 | 269,660 | (51,583) | (51,583) |
| Utilities | 46,833 | 50,533 | 50,533 | 53,500 | 2,967 | 2,967 |
| Cost of Goods and Services Sold | 560,289 | 579,771 | 579,771 | 400,870 | (178,901) | (178,901) |
| Capital Expenditures | | | | | | |
| Capital Improvements | | 72,572 | 34,000 | 83,283 | 10,711 | 49,283 |
| Total Expenditures and Uses | 1,736,728 | 1,916,350 | 1,877,778 | 1,568,373 | (347,977) | (309,405) |
| Net Sources or Uses | 290,671 | 233,436 | 272,008 | (1,773) | (235,209) | (273,781) |

IVGID Departmental Budget Summary

**Food & Beverage Summary
Sources and Uses - By Area**

| | Champ. Golf | Mountain Golf | Catering | Ski | Beach | Total All F&B |
|---|-----------------|------------------|------------------|----------------|---------------|------------------|
| Revenues | | | | | | |
| Sales and Fees | 255,500 | 103,000 | 351,600 | 800,500 | 56,000 | 1,566,600 |
| Total Revenues and Other Sources | 255,500 | 103,000 | 351,600 | 800,500 | 56,000 | 1,566,600 |
| Expenditures and Uses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 107,086 | 28,343 | 262,351 | 174,639 | - | 572,419 |
| Employee Fringe | 19,025 | 5,571 | 102,981 | 60,564 | - | 188,141 |
| Professional Services | - | - | 500 | - | - | 500 |
| Services and Supplies | 70,210 | 15,600 | 55,850 | 118,900 | 9,100 | 269,660 |
| Utilities | 6,800 | 1,600 | 14,500 | 22,800 | 7,800 | 53,500 |
| Cost of Goods and Services Sold | 68,400 | 26,500 | 91,400 | 214,570 | - | 400,870 |
| Capital Expenditures | | | | | | |
| Capital Improvements | 7,250 | - | 9,000 | 60,833 | 6,200 | 83,283 |
| Total Expenditures and Uses | 278,771 | 77,614 | 536,582 | 652,306 | 23,100 | 1,568,373 |
| Net Sources or Uses | (23,271) | 25,386 | (184,982) | 148,194 | 32,900 | (1,773) |

IVGID Departmental Budget Summary

Food & Beverage Summary

Operating and Net Income (Loss)

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---------------------------------|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 2,040,757 | 2,149,786 | 2,149,786 | 1,566,600 | (583,186) | (583,186) |
| Rents | (13,358) | - | - | - | - | - |
| Total Operating Revenue | 2,027,399 | 2,149,786 | 2,149,786 | 1,566,600 | (583,186) | (583,186) |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 607,347 | 675,409 | 675,409 | 572,419 | (102,990) | (102,990) |
| Employee Fringe | 209,590 | 216,822 | 216,822 | 188,141 | (28,681) | (28,681) |
| Professional Services | - | - | - | 500 | 500 | 500 |
| Services and Supplies | 312,669 | 321,243 | 321,243 | 269,660 | (51,583) | (51,583) |
| Utilities | 46,833 | 50,533 | 50,533 | 53,500 | 2,967 | 2,967 |
| Cost of Goods and Services Sold | 560,289 | 579,771 | 579,771 | 400,870 | (178,901) | (178,901) |
| Depreciation | 111,608 | 82,170 | 82,171 | 59,500 | (22,670) | (22,671) |
| Total Operating Expenses | 1,848,336 | 1,925,948 | 1,925,949 | 1,544,590 | (381,358) | (381,359) |
| Operating Income (Loss) | 179,063 | 223,838 | 223,837 | 22,010 | (201,828) | (201,827) |
| Net Income | 179,063 | 223,838 | 223,837 | 22,010 | (201,828) | (201,827) |



IVGID Departmental Budget Summary

Food & Beverage Summary

Operating and Net Income (Loss) - By Area

| | Champ. Golf | Mountain Golf | Catering | Ski | Beach | Total All F&B |
|---------------------------------|-----------------|------------------|------------------|----------------|---------------|------------------|
| Operating Revenues | | | | | | |
| Sales and Fees | 255,500 | 103,000 | 351,600 | 800,500 | 56,000 | 1,566,600 |
| Total Operating Revenue | 255,500 | 103,000 | 351,600 | 800,500 | 56,000 | 1,566,600 |
| Operating Expenses | | | | | | |
| Personnel Cost | | | | | | |
| Salaries and Wages | 107,086 | 28,343 | 262,351 | 174,639 | - | 572,419 |
| Employee Fringe | 19,025 | 5,571 | 102,981 | 60,564 | - | 188,141 |
| Professional Services | - | - | 500 | - | - | 500 |
| Services and Supplies | 70,210 | 15,600 | 55,850 | 118,900 | 9,100 | 269,660 |
| Utilities | 6,800 | 1,600 | 14,500 | 22,800 | 7,800 | 53,500 |
| Cost of Goods and Services Sold | 68,400 | 26,500 | 91,400 | 214,570 | - | 400,870 |
| Depreciation | 32,700 | 500 | 14,600 | 11,600 | 100 | 59,500 |
| Total Operating Expenses | 304,221 | 78,114 | 542,182 | 603,073 | 17,000 | 1,544,590 |
| Operating Income (Loss) | (48,721) | 24,886 | (190,582) | 197,427 | 39,000 | 22,010 |
| Net Income | (48,721) | 24,886 | (190,582) | 197,427 | 39,000 | 22,010 |

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Description:

The District has established a Risk Management Program (an internal service fund) to account for and finance its uninsured risks of loss. Under this program, the Risk Management Program provides coverage for up to \$1,250,000 for each Workers Compensation claim. The District purchases commercial insurance for claims in excess of \$1,250,000 per claim, limited to the statutory limit. The District pays any claim cost over the statutory limit.



IVGID Departmental Budget Summary

Workers Compensation Summary Sources and Uses

| | 2009-10 Actual | 2010-11 Budget | 2010-11 Est Actual | 2011-12 Budget | \$ Chg Bud to Bud | \$ Chg Est Act to Bud |
|---|-------------------|-------------------|-----------------------|-------------------|----------------------|--------------------------|
| Revenues | | | | | | |
| Interfund Services | 211,149 | 161,270 | 176,800 | 182,500 | 21,230 | 5,700 |
| Other Financing Sources | | | | | | |
| Investment Earnings | 28,724 | 12,000 | 32,000 | 36,900 | 24,900 | 4,900 |
| Total Revenues and Other Sources | 239,873 | 173,270 | 208,800 | 219,400 | 46,130 | 10,600 |
| Expenditures and Uses | | | | | | |
| Professional Services | 20,719 | 28,070 | 28,000 | 27,600 | (470) | (400) |
| Insurance | 45,608 | 50,400 | 41,800 | 42,000 | (8,400) | 200 |
| Worker Compensation Claims | 132,244 | 94,800 | 243,000 | 149,800 | 55,000 | (93,200) |
| Total Expenditures and Uses | 198,571 | 173,270 | 312,800 | 219,400 | 46,130 | (93,400) |
| Net Sources and Uses | 41,302 | - | (104,000) | - | - | 104,000 |

The schedule on this page is only presented as Net Sources and Uses as the Operating and Net Income schedule presents the same information

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2011-2012 PERSONNEL HIGHLIGHTS

The employees of the District continue to be our most important and valued asset. Investing and valuing our employees is investing in the future of the District. Each and every employee is committed to providing customer service excellence to the District's residents and users of our services. In addition to providing competitive wages and benefits the District is committed to provide a workplace environment that allows our employees, working together, to excel.

The District's Value Statement focuses on this commitment:

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

The District offers to its employee, in benefited positions, a competitive and comprehensive benefit package which includes employer paid health insurance that includes medical, dental, vision, life, short term and long term disability insurance, pension plan that includes deferred compensation, employee assistance program, vacation, sick leave and 11 paid holidays.

Recreational benefits such as golfing, skiing, tennis, and use of the Recreation Center facility are available to most of the District's employees at no cost. Employees who work more than 20 hours a week are eligible to enroll at Sierra Nevada College (SNC) for up to 6 free units per semester, career counseling, tutoring for employee dependents, summer housing in the dorms for seasonal employees, and community scholarships. These benefits at SNC are a result of the District's synergistic partnership with SNC, which was created by an exchange of services that benefits both the District and SNC.

We hold "All Employee" meetings semi-annually bringing employees from all venues together to share information, ask questions, recognize longevity milestones, and present **Power of 1** awards. The **Power of 1** award recognizes employees who demonstrated exceptional Customer Service Empowerment in keeping with IVGID's Culture of Customer Service Excellence. Nominations for these awards come from all employees.

The Employee P.E.R.K. (Positive Employee Recognition – Kool) program is designed to value the District's non-benefited returning employees who work more than 325 hours during a season and return to work for another season. Seasons are defined as winter (December – April) and summer (May – October).

The District's employee population is made up non-union and union employees who are employed in full and part time year round capacities and seasonally. For our benefitted employees, the District continues the commitment to maintain consistency amongst the non-union and union employees with regards wages and benefits. The District considers all of our employees, seasonal and year-round, to be critical operational assets who currently and will continue to make a difference in the future success of the District.

Changes in benefited positions for this fiscal year include:

- Elimination of four and one half benefited positions
 - ◊ F&B Assistant Manager (half a year)
 - ◊ Risk Manager
 - ◊ Assistant Superintendent Champ Course
 - ◊ Director of Golf
 - ◊ Aquatics Maintenance Specialist
- Changed two Seasonal Manager positions to Multi-Seasonal Year Round positions (Director of Skier Services/Hyatt Shop Manager and Rental Shop Manager/Outside Services Supervisor).

Changes in salary ranges and salaries for this fiscal year:

- The salary ranges moved 2% this fiscal year.
- An across the board increase of 2% for the majority of year round employees was granted on July 1, 2011.

Changes in Job Titles for Job Families in this fiscal year:

- All position within Pipeline were re-titled as a family as “Collection/Distribution” Operators I, II, III or Supervisor.
- All position within Plant we re-title as a family as “Water/Wastewater” Operators-in-Training, I, II, III or Supervisor.

Challenges and opportunities for this fiscal year include:

- Union negotiations for a fourth year in a row. This is due to agreeing to one year contracts for economic reasons.
- Maintaining high employee morale with a 2% increase in wages for the last three fiscal year and reduction in staff for the second fiscal year in a row.
- Continuing to provide the high level of customer service excellence that our residents and customers have to come to expect.

The following personnel schedules contain information on Full time Equivalent (FTE) Budget on Budget Changes for the current and prior two budget plans, a list of position Classifications, FTYR Authorized Positions, Part-time, Temporary and Seasonal Positions, and adjusted Salary Ranges .

**Incline Village General Improvement District
2011-2012 Budget**

**Full-Time Equivalent (FTE) Personnel Summary
July 1, 2011**

| | 2009-2010 Budget | | | | 2010-2011 Budget | | | | 2011-2012 Budget | | | | Changes (+/-) 2010-2011 Budget vs. 2011-2012 Budget | | | |
|--|---------------------|--------------|--------------|--------------|---------------------|--------------|--------------|--------------|---------------------|--------------|--------------|--------------|--|-------------|-------------|-------------|
| | SM/S/PT/PTYR | | | | SM/S/PT/PTYR | | | | SM/S/PT/PTYR | | | | SM/S/PT/PTYR | | | |
| | No. Positions | FTE | FTYR | Total FTE | No. Positions | FTE | FTYR | Total FTE | No. Positions | FTE | FTYR | Total FTE | No. Positions | FTE | FTYR | Total FTE |
| Golf - Championship | 60.0 | 27.1 | 7.0 | 34.1 | 63.5 | 26.3 | 5.7 | 32.0 | 66.3 | 27.1 | 5.1 | 32.2 | 2.8 | 0.8 | -0.6 | 0.2 |
| Golf - Mountain | 35.0 | 9.4 | 3.2 | 12.7 | 33.0 | 9.1 | 2.9 | 12.0 | 32.0 | 8.3 | 2.6 | 10.9 | -1.0 | -0.8 | -0.3 | -1.1 |
| Facilities | 10.0 | 7.2 | 5.8 | 13.0 | 10.5 | 6.6 | 4.0 | 10.6 | 15.8 | 5.4 | 4.0 | 9.4 | 5.3 | -1.2 | -0.1 | -1.3 |
| Ski | 243.0 | 44.7 | 15.6 | 60.3 | 246.0 | 43.9 | 14.7 | 58.6 | 238.0 | 45.7 | 15.6 | 61.3 | -8.0 | 1.8 | 1.0 | 2.7 |
| Parks & Recreation | 103.3 | 28.5 | 12.7 | 41.1 | 103.3 | 28.6 | 12.5 | 41.1 | 100.9 | 28.4 | 12.0 | 40.3 | -2.4 | -0.2 | -0.5 | -0.7 |
| Other Recreation | 3.2 | 1.3 | 2.0 | 3.3 | 3.2 | 1.6 | 1.4 | 3.0 | 3.2 | 1.6 | 2.4 | 4.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Subtotal Community Svc | 454.5 | 118.2 | 46.4 | 164.5 | 459.5 | 116.1 | 41.2 | 157.3 | 456.1 | 116.4 | 41.7 | 158.1 | -3.4 | 0.3 | 0.6 | 0.9 |
| Beach | 95.6 | 14.4 | 3.7 | 18.1 | 94.6 | 14.2 | 3.3 | 17.6 | 90.6 | 12.4 | 2.5 | 14.9 | -4.0 | -1.9 | -0.8 | -2.7 |
| General Fund | 4.0 | 1.2 | 21.2 | 22.4 | 4.0 | 1.2 | 21.2 | 22.4 | 3.0 | 0.9 | 20.2 | 21.1 | -1.0 | -0.3 | -1.0 | -1.3 |
| Engineering | 1.0 | 0.2 | 2.8 | 3.0 | 1.0 | 0.2 | 2.8 | 3.0 | 1.0 | 0.3 | 2.8 | 3.1 | 0.0 | 0.1 | 0.0 | 0.1 |
| Fleet | 0.0 | 0.0 | 7.0 | 7.0 | 0.0 | 0.0 | 6.0 | 6.0 | 0.0 | 0.0 | 6.0 | 6.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Buildings | 1.0 | 0.5 | 4.0 | 4.5 | 1.0 | 0.5 | 4.0 | 4.5 | 1.0 | 0.5 | 4.0 | 4.5 | 0.0 | 0.0 | 0.0 | 0.0 |
| Utilities | 2.0 | 0.7 | 31.7 | 32.4 | 1.0 | 0.0 | 31.3 | 31.3 | 2.0 | 0.7 | 31.2 | 31.9 | 1.0 | 0.7 | -0.1 | 0.6 |
| Total | 558.1 | 135.2 | 116.7 | 251.9 | 561.1 | 132.2 | 109.8 | 242.0 | 553.7 | 131.2 | 108.5 | 239.7 | -7.4 | -1.0 | -1.4 | -2.4 |
| - Supplemental Breakdowns for informational purposes only. | | | | | | | | | | | | | | | | |
| Marketing | 2.0 | 0.7 | 3.0 | 3.7 | 2.0 | 0.7 | 3.0 | 3.7 | 2.0 | 0.7 | 3.0 | 3.7 | 0.0 | 0.0 | 0.0 | 0.0 |
| C. S. Food and Beverage | 59.0 | 18.9 | 5.6 | 24.5 | 53.0 | 18.1 | 5.3 | 23.4 | 59.0 | 14.3 | 5.0 | 19.3 | 6.0 | -3.8 | -0.3 | -4.1 |
| Beach Food and Beverage | 8.0 | 2.0 | 0.4 | 2.4 | 8.0 | 0.3 | 0.2 | 0.5 | 0.0 | 0.00 | 0.00 | 0.00 | -8.0 | -0.3 | -0.2 | -0.5 |

Legend
 SM = Seasonal Management
 S = Seasonal
 PT = Part-time
 PTYR = Part-time Year-Round
 FTYR = Full-Time Year-Round
 FTE = Full-Time Equivalent

*Footnote: Differences in totals are due to rounding.

**AUTHORIZED POSITIONS
2011-2012 Budget
FTYR, MSYR, PTYR(B)**

| Salary Range | | |
|---------------------------------|--|-------------------|
| Grade | Department | FLSA Class |
| Administrative Services: | | |
| Executive Office: | | |
| | General Manager | Exempt |
| 28 | Executive Assistant | Exempt |
| 18 | Receptionist/Sr. Administrative Clerk (Admin/HR) | Non-Exempt |
| Finance: | | |
| 36 | Director of Human Resources & Risk Management | Exempt |
| 28 | Sr. Human Resources Analyst/Risk Management | Exempt |
| 25 | Human Resource Analyst | Exempt |
| 18 | Receptionist/Sr. Administrative Clerk (PTYR B) | Non-Exempt |
| 38 | Director of Finance, Accounting & IT | Exempt |
| 32 | Controller | Exempt |
| 27 | Senior Accountant | Exempt |
| 28 | Budget and Reporting Analyst | Exempt |
| 25 | Accountant | Exempt |
| 22 | Payroll Coordinator | Exempt |
| 18 | Accounts Payable Technician | Non-Exempt |
| 16 | Administrative Technician | Non-Exempt |
| Information Technology: | | |
| 36 | Information Technology Manager | Exempt |
| 28 | Senior IT Analyst | Exempt |
| 26 | IT Network Administrator | Exempt |
| 27 | IT Systems Developer | Exempt |
| 20 | Webmaster/Desktop Publishing Specialist | Non-Exempt |

**AUTHORIZED POSITIONS
2011-2012 Budget
FTYR, MSYR, PTYR(B)**

| Salary Range | | | |
|------------------------------|---------------------------|--|-------------------|
| Grade | Department | | FLSA Class |
| Public Works: | | | |
| Administration: | | | |
| 39 | Director of Public Works | | Exempt |
| 36 | Utilities Superintendent | | Exempt |
| 19 | Administrative Assistant | | Non-Exempt |
| Engineering: | | | |
| 36 | Engineering Manager | | Exempt |
| 30 | Associate Engineer | | Exempt |
| Fleet Maintenance: | | | |
| S11 | Fleet Superintendent | | Exempt |
| C9 | Mechanic II Certified | | Non-Exempt |
| UC9 | Mechanic II | | Non-Exempt |
| UC8 | Mechanic I | | Non-Exempt |
| Building Maintenance: | | | |
| 29 | Buildings Superintendent | | Exempt |
| UC7 | Buildings Maintenance III | | Non-Exempt |
| UC6 | Buildings Maintenance II | | Non-Exempt |

**AUTHORIZED POSITIONS
2011-2012 Budget
FTYR, MSYR, PTYR(B)**

| Salary Range | | |
|----------------------|--|-------------------|
| Grade | Department | FLSA Class |
| Public Works: | | |
| Utilities: | | |
| 28 | Public Works Admin. Manager | Exempt |
| UC7 | Utilities Asset Management Technician | Non-Exempt |
| UC3 | Customer Service Representative | Non-Exempt |
| S10 | Collection/Distribution Supervisor | Exempt |
| S9 | Compliance Supervisor/Chief Inspector | Exempt |
| C10 | Senior Inspector | Non-Exempt |
| C9 | Inspector II | Non-Exempt |
| C7 | Inspector I - Certified | Non-Exempt |
| C10 | Collection/Distribution Operator III | Non-Exempt |
| C9 | Collection/Distribution Operator II | Non-Exempt |
| C8 | Collection/Distribution Operator I | Non-Exempt |
| C7 | Meter Reader | Non-Exempt |
| S10 | Water/Wastewater Supervisor | Non-Exempt |
| C10 | Chemist/Water/Wastewater Operator III | Non-Exempt |
| C9 | Water/Wastewater Operator II | Non-Exempt |
| C8 | Water/Wastewater Operator I | Non-Exempt |
| UC6 | Operator In Training/Water/Wastewater | Non-Exempt |
| C11 | Electrician/Instrumentation Technician | Non-Exempt |
| C10 | Chemist | Exempt |
| UC6 | Building Maintenance II | Non-Exempt |
| 25 | Resource Conservationist | Exempt |
| 21 | Public Works Program Coordinator | Non-Exempt |

**AUTHORIZED POSITIONS
2011-2012 Budget
FTYR, MSYR, PTYR(B)**

| Salary Range | | | |
|----------------------------|---|--|------------|
| Grade | Department | | FLSA Class |
| Community Services: | | | |
| Golf: | | | |
| 30 | Head Golf Pro/Champ Course | | Exempt |
| 29 | Head Golf Pro/Mountain Course | | Exempt |
| 10mo SM | Merchandise Manager | | Exempt |
| 24 (MSYR) | Revenue Office Manager | | Exempt |
| 20 (MSYR) | Assistant Revenue Office Manager | | Exempt |
| 24 (MSYR) | Outside Services Supervisor | | Exempt |
| 33 | Grounds Superintendent Golf Courses | | Exempt |
| 30 (10.5 Mo.) | Mountain Course Superintendent | | Exempt |
| SM (10 Mo.) | Maintenance Crew Foreman | | Exempt |
| Facilities: | | | |
| Base | Facilities & Golf Sales Coordinator | | Exempt |
| 16 | Sales & Banquets Admin Clerk | | Non-Exempt |
| Recreation: | | | |
| 36 | Director of Parks & Recreation | | Exempt |
| 30 | Parks & Recreation Superintendent | | Exempt |
| 28 | Parks Superintendent | | Exempt |
| 24 | Recreation Center Manager | | Exempt |
| 24 | Recreation Manager - Fitness, Health & Wellness | | Exempt |
| 22 | Recreation Supervisor - Aquatics | | Exempt |
| 22 | Recreation Supervisor - Programs | | Exempt |
| 22 | Recreation Supervisor - Senior | | Exempt |
| 22 | Recreation Supervisor - Sports | | Exempt |
| 6 | Recreation Host (PTYR-B) | | Non-Exempt |

**AUTHORIZED POSITIONS
2011-2012 Budget
FTYR, MSYR, PTYR(B)**

| Salary Range | | |
|----------------------------|-------------------------------------|------------|
| Grade | Department | FLSA Class |
| Community Services: | | |
| Recreation: | | |
| 16 | Recreation Clerk (PTRY-B) | Non-Exempt |
| 20 | Parks Supervisor | Exempt |
| 18 | Parks Crew Supervisor | Exempt |
| 18 | Recreation Administrative Clerk | Non-Exempt |
| 18 | Senior Recreation Clerk | Non-Exempt |
| UC6 | Buildings Maintenance II | Non-Exempt |
| 18 | Parks & Rec Admin. Specialist | Non-Exempt |
| Ski: | | |
| 37 | Ski Resort General Manager | Exempt |
| 31 | Mountain Operations Manager | Exempt |
| 26 | Lift Manager | Exempt |
| 26 | Slope Maintenance Manager | Exempt |
| 21 | Lift Mechanic/Electrician | Non-Exempt |
| 18 | Lift Mechanic | Non-Exempt |
| 20 | Assistant Slope Maintenance Manager | Exempt |
| 16 | Receptionist/Administrative Clerk | Non-Exempt |
| 26 | Ski Patrol Director | Exempt |
| 24 (MSYR) | Revenue Office Manager | Exempt |
| 20 (MSYR) | Assistant Revenue Office Manager | Exempt |
| (MSYR) | Director of Skier Services | Exempt |
| (MSYR) | Hyatt Shop Manager | Exempt |
| (MSYR) | Rental Shop Manager | Exempt |

**AUTHORIZED POSITIONS
2011-2012 Budget
FTYR, MSYR, PTYR(B)**

| Salary Range | | | |
|---------------------|-------------------|--|-------------------|
| Grade | Department | | FLSA Class |

Community Services:

Marketing:

| | | |
|----|-----------------------|--------|
| 33 | Marketing Manager | Exempt |
| 19 | Marketing Coordinator | Exempt |
| 19 | Sales Coordinator | Exempt |

Food & Beverage

| | | |
|----|---------------------------------|------------|
| 33 | Food and Beverage Director | Exempt |
| 23 | Food and Beverage Event Manager | Exempt |
| 24 | Executive Chef | Exempt |
| 19 | F&B Administrative Coordinator | Non-Exempt |
| 19 | Sous Chef | Exempt |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**FULL-TIME YEAR-ROUND PERSONNEL
Authorized Positions (including Multi-Seasonal)**

| Fund | Dept | Div | 09-10 | 10-11 | 11-12 | Position |
|-------------------------------------|-------------|---------------------|--------------|--------------|--------------|--|
| General | Admin | Administration | 1.0 | 1.0 | 1.0 | General Manager |
| General | Admin | Administration | 1.0 | 1.0 | 1.0 | Executive Assistant |
| General | Admin | Administration | 1.0 | 1.0 | 1.0 | Receptionist/Sr. Administrative Clerk (Admin/HR) |
| General | Admin | Accounting | 1.0 | 1.0 | 1.0 | Director of Finance, Accounting & IT |
| General | Admin | Accounting | 1.0 | 1.0 | 1.0 | Controller |
| General | Admin | Accounting | 1.0 | 1.0 | 0.0 | Financial Reporting Analyst |
| General | Admin | Accounting | 0.0 | 0.0 | 1.0 | Sr. Accountant |
| General | Admin | Accounting | 1.0 | 1.0 | 0.0 | Budget Analyst |
| General | Admin | Accounting | 0.0 | 0.0 | 1.0 | Budget & Reporting Analyst |
| General | Admin | Accounting | 1.0 | 1.0 | 1.0 | Accountant |
| General | Admin | Accounting | 1.0 | 1.0 | 1.0 | Payroll Coordinator |
| General | Admin | Accounting | 2.0 | 2.0 | 2.0 | Accounts Payable Technician |
| General | Admin | Accounting | 1.0 | 1.0 | 1.0 | Administrative Technician |
| General | Admin | Human Resources | 1.0 | 1.0 | 0.0 | Director of Human Resources |
| General | Admin | Human Resources | 0.0 | 0.0 | 1.0 | Director of Human Resources & Risk Management |
| General | Admin | Human Resources | 2.0 | 2.0 | 1.0 | Human Resource Analyst |
| General | Admin | Human Resources | 0.0 | 0.0 | 1.0 | Sr. Human Resource Analyst/Risk Management |
| General | Admin | Info Technology | 1.0 | 1.0 | 1.0 | Information Technology Manager |
| General | Admin | Info Technology | 2.0 | 2.0 | 2.0 | Senior Information Technology Analyst |
| General | Admin | Info Technology | 1.0 | 1.0 | 1.0 | IT Network Administrator |
| General | Admin | Info Technology | 1.0 | 1.0 | 1.0 | WebMaster/Desktop Publishing Specialist |
| General | Admin | Risk Management | 1.0 | 1.0 | 0.0 | Risk Manager |
| General | Admin | Wellness | 0.2 | 0.2 | 0.2 | Recreation Manager |
| General | Admin | Community Relations | 0.1 | 0.1 | 0.1 | Marketing Manager |
| General | Admin | Community Relations | 0.01 | 0.01 | 0.00 | Marketing Coordinator |
| Total General Fund | | | 21.2 | 21.2 | 20.2 | |
| Public Works | Eng | Eng | 0.2 | 0.2 | 0.2 | Director of Public Works |
| Public Works | Eng | Eng | 1.0 | 1.0 | 1.0 | Engineering Manager |
| Public Works | Eng | Eng | 1.0 | 1.0 | 1.0 | Associate Engineer |
| Public Works | Eng | Eng | 0.7 | 0.7 | 0.7 | Administrative Assistant |
| Public Works | Fleet | Fleet | 1.0 | 1.0 | 1.0 | Fleet Superintendent |
| Public Works | Fleet | Fleet | 1.0 | 0.0 | 0.0 | Mechanic III Certified |
| Public Works | Fleet | Fleet | 3.0 | 3.0 | 3.0 | Mechanic II Certified |
| Public Works | Fleet | Fleet | 1.0 | 1.0 | 1.0 | Mechanic II |
| Public Works | Fleet | Fleet | 1.0 | 1.0 | 1.0 | Mechanic I |
| Public Works | Int Svc | Buildings | 1.0 | 1.0 | 1.0 | Buildings Superintendent |
| Public Works | Int Svc | Buildings | 2.0 | 2.0 | 2.0 | Buildings Maintenance III |
| Public Works | Int Svc | Buildings | 1.0 | 1.0 | 1.0 | Buildings Maintenance II |
| Total Internal Services Fund | | | 13.8 | 12.8 | 12.8 | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**FULL-TIME YEAR-ROUND PERSONNEL
Authorized Positions (including Multi-Seasonal)**

| Fund | Dept | Div | 09-10 | 10-11 | 11-12 | Position |
|-------------------------------------|-------------|------------|--------------|--------------|--------------|--|
| Community Svc | Golf | Admin | 0.6 | 0.6 | 0.0 | Director of Golf |
| Community Svc | Golf | Admin | 1.0 | 1.0 | 1.0 | Head Golf Pro/Champ Course |
| Community Svc | Golf | Admin | 0.7 | 0.7 | 0.7 | Merchandise Manager |
| Community Svc | Golf | Admin | 0.4 | 0.4 | 0.0 | Golf/Ski Office Manager |
| Community Svc | Golf | Admin | 0.0 | 0.0 | 0.4 | Revenue Office Manager |
| Community Svc | Golf | Admin | 0.4 | 0.4 | 0.0 | Assistant Golf/Ski Office Manager |
| Community Svc | Golf | Admin | 0.0 | 0.0 | 0.4 | Assistant Revenue Office Manager |
| Community Svc | Golf | Admin | 0.8 | 0.0 | 0.0 | Golf Shop Staff |
| Community Svc | Golf | Admin | 0.0 | 0.0 | 0.5 | Outside Services Supervisor |
| Community Svc | Golf | Chateau | 0.3 | 0.0 | 0.0 | Facilities Sales Manager |
| Community Svc | Golf | Chateau | 0.3 | 0.3 | 0.5 | Facilities & Golf Sales Coordinator |
| Community Svc | Golf | Chateau | 0.5 | 0.5 | 0.5 | Sales & Banquets Admin Clerk |
| Community Svc | Golf | F&B | 0.1 | 0.1 | 0.1 | Food and Beverage Director |
| Community Svc | Golf | F&B | 0.03 | 0.0 | 0.0 | Food and Beverage Assistant Manager (MSYR) |
| Community Svc | Golf | F&B | 0.1 | 0.1 | 0.1 | Executive Chef |
| Community Svc | Golf | F&B | 0.1 | 0.1 | 0.1 | Sous Chef |
| Community Svc | Golf | F&B | 0.1 | 0.1 | 0.1 | F&B Administrative Coordinator |
| Community Svc | Golf | Maint | 0.8 | 0.8 | 0.8 | Grounds Superintendent Golf Courses |
| Community Svc | Golf | Maint | 1.0 | 0.8 | 0.0 | Assistant Superintendent Champ (10 Mo.) |
| Community Svc | Golf | Mkt | 0.02 | 0.0 | 0.0 | Marketing Coordinator |
| Community Svc | Golf | Mkt | 0.04 | 0.04 | 0.10 | Marketing Manager |
| Subtotal Golf - Championship | | | 7.0 | 5.7 | 5.0 | |
| Community Svc | Golf | Admin | 0.1 | 0.1 | 0.0 | Director of Golf |
| Community Svc | Golf | Admin | 1.0 | 1.0 | 1.0 | Head Golf Pro/Mountain Course |
| Community Svc | Golf | Admin | 0.2 | 0.2 | 0.2 | Merchandise Manager |
| Community Svc | Golf | Admin | 0.1 | 0.1 | 0.0 | Golf/Ski Office Manager |
| Community Svc | Golf | Admin | 0.0 | 0.0 | 0.1 | Revenue Office Manager |
| Community Svc | Golf | Admin | 0.1 | 0.1 | 0.0 | Assistant Golf/Ski Office Manager |
| Community Svc | Golf | Admin | 0.0 | 0.0 | 0.1 | Assistant Revenue Office Manager |
| Community Svc | Golf | Chateau | 0.2 | 0.0 | 0.0 | Facilities Sales Manager |
| Community Svc | Golf | Chateau | 0.2 | 0.2 | 0.0 | Facilities & Golf Sales Coordinator |
| Community Svc | Golf | F&B | 0.03 | 0.03 | 0.03 | Food and Beverage Director |
| Community Svc | Golf | F&B | 0.03 | 0.0 | 0.0 | Food and Beverage Assistant Manager (MSYR) |
| Community Svc | Golf | F&B | 0.03 | 0.03 | 0.03 | Executive Chef |
| Community Svc | Golf | F&B | 0.03 | 0.03 | 0.03 | Sous Chef |
| Community Svc | Golf | Maint | 0.3 | 0.3 | 0.3 | Grounds Superintendent Golf Courses |
| Community Svc | Golf | Maint | 1.0 | 0.9 | 0.9 | Mountain Course Superintendent (10.5 Mo.) |
| Community Svc | Golf | Mkt | 0.01 | 0.00 | 0.00 | Marketing Coordinator |
| Community Svc | Golf | Mkt | 0.01 | 0.01 | 0.02 | Marketing Manager |
| Subtotal Golf - Mountain | | | 3.2 | 2.9 | 2.6 | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**FULL-TIME YEAR-ROUND PERSONNEL
Authorized Positions (including Multi-Seasonal)**

| Fund | Dept | Div | 09-10 | 10-11 | 11-12 | Position |
|----------------------------|-------------|-------------|--------------|--------------|--------------|--|
| Community Svc | Facilities | Chateau | 0.5 | 0.5 | 0.5 | Facilities & Golf Sales Coordinator |
| Community Svc | Facilities | Chateau | 0.5 | 0.0 | 0.0 | Facilities Sales Manager |
| Community Svc | Facilities | Chateau | 1.0 | 0.0 | 0.0 | Facilities Operations |
| Community Svc | Facilities | Chateau | 0.5 | 0.5 | 0.5 | Sales & Banquets Admin Clerk |
| Community Svc | Facilities | Chateau/F&B | 0.3 | 0.3 | 0.0 | Director of Golf |
| Community Svc | Facilities | F&B | 1.0 | 0.0 | 0.0 | Catering Manager |
| Community Svc | Facilities | F&B | 0.0 | 1.0 | 0.0 | Banquet Event Coordinator |
| Community Svc | Facilities | F&B | 0.0 | 0.0 | 1.0 | Food and Beverage Event Manager |
| Community Svc | Facilities | F&B | 0.4 | 0.4 | 0.5 | Executive Chef |
| Community Svc | Facilities | F&B | 0.5 | 0.5 | 0.5 | F&B Administrative Coordinator |
| Community Svc | Facilities | F&B | 0.3 | 0.0 | 0.0 | Food and Beverage Assistant Manager (MSYR) |
| Community Svc | Facilities | F&B | 0.5 | 0.5 | 0.5 | Food and Beverage Director |
| Community Svc | Facilities | F&B | 0.4 | 0.4 | 0.5 | Sous Chef |
| Community Svc | Facilities | Mkt | 0.05 | 0.02 | 0.02 | Marketing Manager |
| Subtotal Facilities | | | 5.8 | 4.0 | 4.0 | |
| Community Svc | Ski | Admin | 1.0 | 0.7 | 0.7 | Receptionist/Administrative Clerk (MSYR) |
| Community Svc | Ski | Admin | 1.0 | 1.0 | 1.0 | Ski Resort General Manager |
| Community Svc | Ski | Lifts | 1.0 | 1.0 | 1.0 | Lift Manager |
| Community Svc | Ski | Lifts | 1.0 | 1.0 | 1.0 | Lift Mechanic/Electrician |
| Community Svc | Ski | Lifts | 1.0 | 1.0 | 1.0 | Lift Mechanic |
| Community Svc | Ski | Mtn. Op | 1.0 | 1.0 | 1.0 | Assistant Slope Maintenance Manager |
| Community Svc | Ski | Mtn. Op | 1.0 | 1.0 | 1.0 | Slope Maintenance Manager |
| Community Svc | Ski | Mtn.. Op | 1.0 | 1.0 | 1.0 | Mountain Operations Manager |
| Community Svc | Ski | Mtn.. Op | 0.5 | 1.0 | 1.0 | Ski Patrol Director |
| Community Svc | Ski | Rentals | 0.5 | 0.0 | 0.5 | Rental Shop Manager |
| Community Svc | Ski | Ski School | 0.6 | 0.0 | 0.5 | Director of Skier Services |
| Community Svc | Ski | Hyatt | 0.0 | 0.0 | 0.5 | Hyatt Shop Manager |
| Community Svc | Ski | Tickets | 0.5 | 0.5 | 0.0 | Assistant Golf/Ski Office Manager |
| Community Svc | Ski | Tickets | 0.0 | 0.0 | 0.5 | Assistant Revenue Office Manager |
| Community Svc | Ski | Tickets | 0.5 | 0.5 | 0.0 | Golf/Ski Office Manager |
| Community Svc | Ski | Tickets | 0.0 | 0.0 | 0.5 | Revenue Office Manager |
| Community Svc | Ski | F&B | 0.5 | 0.5 | 0.5 | Executive Chef |
| Community Svc | Ski | F&B | 0.5 | 0.5 | 0.5 | F&B Administrative Coordinator |
| Community Svc | Ski | F&B | 0.5 | 0.5 | 0.0 | Food and Beverage Assistant Manager (MSYR) |
| Community Svc | Ski | F&B | 0.4 | 0.4 | 0.4 | Food and Beverage Director |
| Community Svc | Ski | F&B | 0.5 | 0.5 | 0.5 | Sous Chef |
| Community Svc | Ski | Mkt | 0.8 | 0.8 | 0.8 | Marketing Manager |
| Community Svc | Ski | Mkt | 0.9 | 0.9 | 1.0 | Marketing Coordinator |
| Community Svc | Ski | Mkt | 1.0 | 1.0 | 1.0 | Sales Coordinator |
| Subtotal Ski | | | 15.6 | 14.7 | 15.6 | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**FULL-TIME YEAR-ROUND PERSONNEL
Authorized Positions (including Multi-Seasonal)**

| Fund | Dept | Div | 09-10 | 10-11 | 11-12 | Position |
|--------------------------------------|-------------|-----------------------|--------------|--------------|--------------|---|
| Community Svc | Rec | Admin | 0.7 | 0.7 | 0.7 | Director of Parks & Recreation |
| Community Svc | Rec | Admin | 1.0 | 1.0 | 1.0 | Recreation Administrative Clerk |
| Community Svc | Rec | Admin | 0.2 | 0.0 | 0.0 | Recreation Office Supervisor |
| Community Svc | Rec | Admin | 0.5 | 0.5 | 0.4 | Senior Recreation Clerk |
| Community Svc | Rec | Admin | 0.9 | 0.9 | 0.9 | Recreation Administrative Specialist |
| Community Svc | Rec | Admin | 0.0 | 0.0 | 0.1 | Receptionist/Administrative Clerk (MSYR) |
| Community Svc | Rec | Aquatics | 0.4 | 0.4 | 0.0 | Aquatics Maint Specialist |
| Community Svc | Rec | Aquatics/Rec Ctr | 1.0 | 1.0 | 1.0 | Recreation Center Manager |
| Community Svc | Rec | Parks | 0.5 | 0.5 | 0.5 | Parks Superintendent |
| Community Svc | Rec | Parks | 0.5 | 0.5 | 0.5 | Parks Supervisor |
| Community Svc | Rec | Parks | 0.5 | 0.5 | 0.5 | Parks Crew Supervisor |
| Community Svc | Rec | Progrms/Parks/Rec Ctr | 1.0 | 1.0 | 1.0 | Parks and Recreation Superintendent |
| Community Svc | Rec | Progrms/Rec Ctr | 1.0 | 1.0 | 1.0 | Recreation Supervisor (Programs) |
| Community Svc | Rec | Progrms/Rec Ctr | 1.0 | 1.0 | 1.0 | Recreation Supervisor (Sports) |
| Community Svc | Rec | Progrms/Rec Ctr | 1.0 | 1.0 | 1.0 | Recreation Supervisor (Seniors) |
| Community Svc | Rec | Progrms/Rec Ctr | 0.6 | 0.6 | 0.6 | Recreation Supervisor (Aquatics) |
| Community Svc | Rec | Progrms/Rec Ctr | 0.9 | 0.9 | 0.9 | Recreation Manager (Fitness, Health & Wellness) |
| Community Svc | Rec | Recreation Center | 1.0 | 1.0 | 1.0 | Buildings Maintenance II |
| Community Svc | Rec | Mkt | 0.1 | 0.1 | 0.1 | Marketing Manager |
| Community Svc | Rec | Mkt | 0.1 | 0.1 | 0.1 | Marketing Coordinator |
| Subtotal Parks and Recreation | | | 12.7 | 12.5 | 12.0 | |
| Community Svc | Other Rec | Admin | 0.2 | 0.2 | 0.2 | Director of Parks & Recreation |
| Community Svc | Other Rec | Admin | 0.6 | 0.0 | 0.0 | Recreation Office Supervisor |
| Community Svc | Other Rec | Admin | 1.3 | 1.3 | 1.0 | Senior Recreation Clerk |
| Community Svc | Other Rec | Admin | 0.0 | 0.0 | 0.2 | Receptionist/Administrative Clerk (MSYR) |
| Community Svc | Other Rec | Info Technology | 0.0 | 0.0 | 1.0 | IT Systems Developer |
| Subtotal Other Recreation | | | 2.0 | 1.4 | 2.4 | |
| Total Community Services Fund | | | 46.4 | 41.2 | 41.6 | |
| Beach | Beach | Beach | 0.2 | 0.2 | 0.2 | Director of Parks & Recreation |
| Beach | Beach | Beach | 0.2 | 0.0 | 0.0 | Recreation Office Supervisor |
| Beach | Beach | Beach | 0.3 | 0.3 | 0.2 | Senior Recreation Clerk |
| Beach | Beach | Beach | 0.1 | 0.1 | 0.1 | Recreation Administrative Specialist |
| Beach | Beach | Beach | 0.4 | 0.4 | 0.4 | Recreation Supervisor (Aquatics) |
| Beach | Beach | Beach | 0.6 | 0.6 | 0.0 | Aquatics Maint Specialist |
| Beach | Beach | Beach | 0.0 | 0.0 | 0.04 | Receptionist/Administrative Clerk (MSYR) |
| Beach | Beach | Beach/Parks | 0.1 | 0.1 | 0.1 | Parks and Recreation Superintendent |
| Beach | Beach | Parks | 0.5 | 0.5 | 0.5 | Parks Superintendent |
| Beach | Beach | Parks | 0.5 | 0.5 | 0.5 | Parks Supervisor |
| Beach | Beach | Parks | 0.5 | 0.5 | 0.5 | Parks Crew Supervisor |
| Beach | Beach | F&B | 0.1 | 0.1 | 0.0 | Executive Chef |
| Beach | Beach | F&B | 0.1 | 0.1 | 0.0 | F&B Administrative Coordinator |
| Beach | Beach | F&B | 0.2 | 0.0 | 0.0 | Food and Beverage Assistant Manager (MSYR) |
| Beach | Beach | F&B | 0.1 | 0.1 | 0.0 | Food and Beverage Director |
| Beach | Beach | F&B | 0.1 | 0.1 | 0.0 | Sous Chef |
| Total Beach Fund | | | 3.7 | 3.3 | 2.5 | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**FULL-TIME YEAR-ROUND PERSONNEL
Authorized Positions (including Multi-Seasonal)**

| Fund | Dept | Div | 09-10 | 10-11 | 11-12 | Position |
|---------------------------|-------------|------------|--------------|--------------|--------------|--|
| Public Works | Util | All | 1.0 | 1.0 | 1.0 | Utilities Superintendent |
| Public Works | Util | Buildings | 1.0 | 1.0 | 1.0 | Building Maintenance II |
| Public Works | Util | G&A | 1.0 | 1.0 | 1.0 | Customer Service Representative |
| Public Works | Util | G&A | 0.9 | 0.9 | 0.9 | Director of Public Works |
| Public Works | Util | G&A | 0.4 | 0.4 | 0.3 | Administrative Assistant |
| Public Works | Util | G&A | 1.0 | 1.0 | 1.0 | Utilities Asset Management Technician |
| Public Works | Util | G&A | 1.0 | 1.0 | 1.0 | Public Works Administration Manager |
| Public Works | Util | G&A | 1.0 | 1.0 | 1.0 | Meter Reader |
| Public Works | Util | Pipeline | 1.0 | 1.0 | 1.0 | Compliance Supervisor/Chief Inspector |
| Public Works | Util | Pipeline | 1.0 | 1.0 | 1.0 | Senior Inspector |
| Public Works | Util | Pipeline | 1.0 | 1.0 | 1.0 | Inspector I |
| Public Works | Util | Pipeline | 1.0 | 1.0 | 1.0 | Inspector II |
| Public Works | Util | Pipeline | 6.0 | 6.0 | 0.0 | Equipment Operator (I or II) |
| Public Works | Util | Pipeline | 0.0 | 0.0 | 6.0 | Collection/Distribution Operator (I or II) |
| Public Works | Util | Pipeline | 0.5 | 0.0 | 0.0 | Equipment Operator II (MSYR) |
| Public Works | Util | Pipeline | 1.0 | 1.0 | 0.0 | Equipment Operator III |
| Public Works | Util | Pipeline | 0.0 | 0.0 | 1.0 | Collection/Distribution Operator III |
| Public Works | Util | Pipeline | 1.0 | 1.0 | 0.0 | Operations Supervisor |
| Public Works | Util | Pipeline | 0.0 | 0.0 | 1.0 | Collection/Distribution Supervisor |
| Public Works | Util | Plant | 1.0 | 1.0 | 1.0 | Chemist |
| Public Works | Util | Plant | 1.0 | 1.0 | 1.0 | Electrician/Instrumentation Technician |
| Public Works | Util | Plant | 2.0 | 2.0 | 0.0 | Maintenance Operator II |
| Public Works | Util | Plant | 1.0 | 1.0 | 0.0 | Maintenance Operator III |
| Public Works | Util | Plant | 3.0 | 3.0 | 0.0 | Operations Operator (I or II) |
| Public Works | Util | Plant | 1.0 | 1.0 | 0.0 | Operations Operator III |
| Public Works | Util | Plant | 0.0 | 0.0 | 1.0 | Chemist/Water/Wastewater Operator III |
| Public Works | Util | Plant | 0.0 | 0.0 | 1.0 | Operator in Training/Water/Wastewater |
| Public Works | Util | Plant | 0.0 | 0.0 | 5.0 | Water/Wastewater Operator (I or II) |
| Public Works | Util | Plant | 1.0 | 1.0 | 1.0 | Water/Wasterwater Supervisor |
| Public Works | Util | Trash | 1.0 | 1.0 | 0.0 | Resource Conservation Technician |
| Public Works | Util | Trash | 0.0 | 0.0 | 1.0 | Public Works Program Coordinator |
| Public Works | Util | Trash | 1.0 | 1.0 | 1.0 | Resource Conservationist |
| Total Utility Fund | | | 31.7 | 31.2 | 31.2 | |
| Total All Funds | | | 116.7 | 109.7 | 108.4 | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**FULL-TIME YEAR-ROUND PERSONNEL
Authorized Positions (including Multi-Seasonal)**

| Fund | Dept | Div | 09-10 | 10-11 | 11-12 | Position |
|-------------|-------------|------------|--------------|--------------|--------------|-----------------|
|-------------|-------------|------------|--------------|--------------|--------------|-----------------|

STAFFING BY DEPARTMENT SUMMARY

| | <u>09-10</u> | <u>10-11</u> | <u>11-12</u> |
|------------------------|---------------------|---------------------|---------------------|
| Administration/Finance | 21.2 | 21.2 | 20.2 |
| Utility | 31.7 | 31.2 | 31.2 |
| Engineering | 2.8 | 2.8 | 2.8 |
| Fleet | 7.0 | 6.0 | 6.0 |
| Buildings | 4.0 | 4.0 | 4.0 |
| Golf - Championship | 7.0 | 5.7 | 5.0 |
| Golf - Mountain | 3.2 | 2.9 | 2.6 |
| Facilities | 5.8 | 4.0 | 4.0 |
| Parks and Recreation | 12.7 | 12.5 | 12.0 |
| Other Recreation | 2.0 | 1.4 | 2.4 |
| Ski | 15.6 | 14.7 | 15.6 |
| Beach | 3.7 | 3.3 | 2.5 |
| Total All Funds | 116.7 | 109.7 | 108.4 |

SUPPLEMENTAL STAFFING BREAKDOWN

| | <u>09-10</u> | <u>10-11</u> | <u>11-12</u> |
|-----------------|---------------------|---------------------|---------------------|
| Marketing | 3.0 | 3.0 | 3.0 |
| Food & Beverage | 6.0 | 5.5 | 5.0 |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**PART-TIME, TEMPORARY AND SEASONAL PERSONNEL
(ESTIMATE ONLY)**

| STAFFING BY FUND | | | ESTIMATED # | | | POSITION | TYPE | HOURS/ WEEK | WEEKS/ YEAR |
|--------------------------------------|---------|---------------|-------------|-------------|-------------|-----------------------------------|--------|----------------|----------------|
| AREA | DEPT | DIV | 09-10 | 10-11 | 11-12 | | | | |
| Admin Svc | General | Info Tech | 1 | 1 | 0 | Telecommunications Tech. | PT | 0 | 0 |
| Admin Svc | General | HR | 1 | 1 | 1 | Senior Admin Clerk | PTJR-B | 26 | 52 |
| Admin Svc | General | HR | 1 | 1 | 1 | Temporary Help | PT | 1 | 52 |
| Admin Svc | General | HR | 1 | 1 | 1 | Health and Wellness Program Asst. | PT | 10 | 52 |
| Subtotal General Fund | | | 4.0 | 4.0 | 3.0 | | | | |
| Public Works | Utility | Pipeln/Trash | 1 | 0 | 1 | Intern | PT | 40 | 23 |
| Public Works | Utility | Plant | 1 | 1 | 1 | Wetlands Hunting Coordinator | PT | 36 | 17 |
| Subtotal Utility Fund | | | 2.0 | 1.0 | 2.0 | | | | |
| Community Svc | Golf | Champ Opns | 2 | 3 | 6 | Golf Shop Staff | S | 40 | 19 |
| Community Svc | Golf | Champ Opns | 2 | 2 | 0 | Assistant Golf Professional | S | 40 | 17 |
| Community Svc | Golf | Champ Opns | 1 | 2 | 2 | Teaching Professional | S | 40 | 7 |
| Community Svc | Golf | Champ Opns | 2 | 2 | 2 | Host | S | 40 | 18 |
| Community Svc | Golf | Champ Opns | 2 | 2 | 2 | Ambassador | S | 40 | 20 |
| Community Svc | Golf | Champ Opns | 1 | 1 | 1 | 1st Assistant Championship | SM | 40 | 29 |
| Community Svc | Golf | Champ Opns | 3 | 3 | 3 | Merch Sales Staff | S | 40 | 17 |
| Community Svc | Golf | Champ Opns | 7 | 7 | 7 | Outside Service Staff | S | 40 | 17 |
| Community Svc | Golf | Champ Opns | 1 | 1 | 1 | Outside Services Supervisor | SM | 40 | 29 |
| Community Svc | Golf | Champ Opns | 1 | 1 | 1 | Tournament Coordinator | SM | 40 | 26 |
| Subtotal Championship | | | 22.0 | 24.0 | 25.0 | | | | |
| Community Svc | Golf | Mtn Opns | 1 | 1 | 1 | Cart Supervisor | S | 40 | 21 |
| Community Svc | Golf | Mtn Opns | 2 | 2 | 2 | Hosts | S | 40 | 5 |
| Community Svc | Golf | Mtn Opns | 5 | 5 | 5 | Golf Shop Staff | S | 40 | 11 |
| Community Svc | Golf | Mtn Opns | 4 | 4 | 4 | Ambassador | S | 40 | 11 |
| Community Svc | Golf | Mtn Opns | 1 | 1 | 1 | 1st Assistant Mountain | S | 40 | 18 |
| Community Svc | Golf | Mtn Opns | 5 | 5 | 5 | Outside Service Staff | S | 40 | 10 |
| Subtotal Mountain | | | 18.0 | 18.0 | 18.0 | | | | |
| Community Svc | Golf | Champ Maint | 19 | 19 | 19 | Maintenance Grounds Worker | S | 40 | 31 |
| Community Svc | Golf | Champ Maint | 1 | 1 | 2 | Maintenance Crew Foreman | 10 SM | 40 | 43 |
| Subtotal Champ Maintenance | | | 20.0 | 20.0 | 21.0 | | | | |
| Community Svc | Golf | Mtn Maint | 1 | 1 | 0 | Maintenance Crew Foreman | 10 SM | 0 | 0 |
| Community Svc | Golf | Mtn Maint | 6 | 6 | 6 | Maintenance Grounds Worker | S | 40 | 26 |
| Subtotal Mountain Maintenance | | | 7.0 | 7.0 | 6.0 | | | | |
| Community Svc | Golf | Food & Bev Ch | 1 | 1 | 1 | Delivery Person | S | 12 | 14 |
| Community Svc | Golf | Food & Bev Ch | 2 | 2 | 2 | Snack Bar Attendant | S | 40 | 15 |
| Community Svc | Golf | Food & Bev Ch | 0 | 1 | 0 | Busser | S | 0 | 0 |
| Community Svc | Golf | Food & Bev Ch | 2 | 2 | 2 | Dishwasher | S | 40 | 18 |
| Community Svc | Golf | Food & Bev Ch | 2 | 2 | 2 | Bartender | S | 40 | 8 |
| Community Svc | Golf | Food & Bev Ch | 1 | 1 | 1 | Prep Cook | S | 40 | 20 |
| Community Svc | Golf | Food & Bev Ch | 4 | 4 | 4 | Bar Cart Attendant | S | 40 | 11 |
| Community Svc | Golf | Food & Bev Ch | 3 | 3 | 3 | Cook | S | 40 | 16 |
| Community Svc | Golf | Food & Bev Ch | 0 | 0 | 1 | Grille Lead Supervisor | S | 40 | 22 |
| Community Svc | Golf | Food & Bev Ch | 3 | 3 | 3 | Server | S | 40 | 14 |
| Subtotal Food & Bev Champ | | | 18.0 | 19.0 | 19.0 | | | | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**PART-TIME, TEMPORARY AND SEASONAL PERSONNEL
(ESTIMATE ONLY)**

| STAFFING BY FUND | | | ESTIMATED # OF POSITIONS | | | POSITION | TYPE | HOURS/ WEEK | WEEKS/ YEAR |
|--|------------|-----------------|-----------------------------|-------------|-------------|---------------------------------|------|----------------|----------------|
| AREA | DEPT | DIV | 09-10 | 10-11 | 11-12 | | | | |
| Community Svc | Golf | Food & Bev Mt | 1 | 1 | 1 | Delivery Person | S | 13 | 13 |
| Community Svc | Golf | Food & Bev Mt | 2 | 3 | 3 | Snack Bar Attendant/Cook | S | 40 | 16 |
| Community Svc | Golf | Food & Bev Mt | 3 | 0 | 0 | Cook | S | 0 | 0 |
| Community Svc | Golf | Food & Bev Mt | 3 | 3 | 3 | Bar Cart Attendant | S | 19 | 12 |
| Subtotal Food & Bev Mountain | | | 9.0 | 7.0 | 7.0 | | | | |
| Community Svc | Golf | G&A Champ | 0 | 0.5 | 0.5 | Chateau Receptionist/Clerk | S | 40 | 19 |
| Community Svc | Golf | G&A Champ | 0 | 0 | 0.75 | Advertising Manager | S | 20 | 52 |
| Community Svc | Golf | G&A Ch/Mtn | 1 | 1 | 1 | Safe Room Clerk | S | 40 | 29 |
| Subtotal General & Administrative | | | 1.0 | 1.5 | 2.3 | | | | |
| Subtotal Golf Department | | | 95.0 | 96.5 | 98.3 | | | | |
| Community Svc | Facilities | Chateau/Caterin | 1 | 2 | 2 | Facilities Operations Assistant | PT | 20 | 36 |
| Community Svc | Facilities | Chateau | 0 | 0.5 | 0.5 | Chateau Receptionist/Clerk | S | 40 | 19 |
| Community Svc | Facilities | Chateau | 0 | 0 | 0.25 | Advertising Manager | PT | 20 | 52 |
| Subtotal Facilities | | | 1.0 | 2.5 | 2.8 | | | | |
| Community Svc | Facilities | Food & Bev | 1 | 1 | 1 | Banquet Dishwasher | OC | 14 | 52 |
| Community Svc | Facilities | Food & Bev | 1 | 1 | 1 | Banquet Bartender | OC | 3 | 52 |
| Community Svc | Facilities | Food & Bev | 1 | 1 | 1 | Banquet Cook | OC | 14 | 52 |
| Community Svc | Facilities | Food & Bev | 0 | 0 | 1 | Banquet Prep Cook | OC | 8 | 52 |
| Community Svc | Facilities | Food & Bev | 1 | 0 | 0 | Banquet Chef | SM | 0 | 0 |
| Community Svc | Facilities | Food & Bev | 0 | 0 | 3 | Banquet Captain | OC | 11 | 52 |
| Community Svc | Facilities | Food & Bev | 0 | 0 | 1 | Banquet Busser | OC | 3 | 52 |
| Community Svc | Facilities | Food & Bev | 5 | 5 | 5 | Banquet Server | OC | 17 | 52 |
| Subtotal Facilities Food & Bev | | | 9.0 | 8.0 | 13.0 | | | | |
| Subtotal Facilities Department | | | 10.0 | 10.5 | 15.8 | | | | |
| Community Svc | Ski | Tickets | 3 | 4 | 6 | Lead Cashier | S | 40 | 19 |
| Community Svc | Ski | Tickets | 15 | 9 | 8 | Cashier | S | 40 | 13 |
| Community Svc | Ski | Tickets | 2 | 2 | 2 | Safe Room Auditor | S | 40 | 14 |
| Community Svc | Ski | Tickets | 2 | 4 | 0 | Guest Services Staff | S | 0 | 0 |
| Subtotal Ticket Office | | | 22.0 | 19.0 | 16.0 | | | | |
| Community Svc | Ski | Lifts | 26 | 26 | 26 | Lift Operator | S | 32 | 16 |
| Community Svc | Ski | Lifts | 2 | 2 | 2 | Lift Supervisor | S | 40 | 25 |
| Community Svc | Ski | Lifts | 1 | 1 | 0 | Lift Maintenance Laborer | S | 0 | 0 |
| Community Svc | Ski | Lifts | 1 | 1 | 1 | Dispatcher | S | 17 | 16 |
| Subtotal Lift Operation | | | 30.0 | 30.0 | 29.0 | | | | |
| Community Svc | Ski | Slope Mainten | 4 | 3 | 2 | Crew Boss Snowmaking/Grooming | S | 40 | 17 |
| Community Svc | Ski | Slope Mainten | 10 | 11 | 11 | Groomer/Snowmaker | S | 30 | 17 |
| Community Svc | Ski | Slope Mainten | 2 | 2 | 2 | Terrain Park Attendant | S | 27 | 16 |
| Community Svc | Ski | Slope Mainten | 1 | 2 | 2 | Summer Trail Worker | S | 40 | 9 |
| Subtotal Grooming | | | 17.0 | 18.0 | 17.0 | | | | |
| Community Svc | Ski | Ski Patrol | 1 | 1 | 1 | Dispatcher | S | 15 | 19 |
| Community Svc | Ski | Ski Patrol | 2 | 2 | 2 | Mt Capt | S | 36 | 18 |
| Community Svc | Ski | Ski Patrol | 9 | 9 | 9 | Ski Patroller | S | 23 | 16 |
| Subtotal Ski Patrol | | | 12.0 | 12.0 | 12.0 | | | | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**PART-TIME, TEMPORARY AND SEASONAL PERSONNEL
(ESTIMATE ONLY)**

| STAFFING BY FUND | | | ESTIMATED # OF POSITIONS | | | POSITION | TYPE | HOURS/ WEEK | WEEKS/ YEAR |
|--|------|---------------|-----------------------------|--------------|--------------|----------------------------------|------|----------------|----------------|
| AREA | DEPT | DIV | 09-10 | 10-11 | 11-12 | | | | |
| Community Svc | Ski | Ski School | 0 | 1 | 0 | Director of Skier Services | SM | 0 | 0 |
| Community Svc | Ski | Ski School | 1 | 0 | 0 | Asst. Ski/Snowboard Director | S | 0 | 0 |
| Community Svc | Ski | Ski School | 0 | 2 | 2 | Ski/Snowboard Supervisor | S | 40 | 22 |
| Community Svc | Ski | Ski School | 49 | 49 | 49 | Ski/Snowboard Instructor | PT | 10 | 16 |
| Subtotal Ski School | | | 50.0 | 52.0 | 51.0 | | | | |
| Community Svc | Ski | Child Ski | 1 | 1 | 1 | CSC Director | SM | 40 | 28 |
| Community Svc | Ski | Child Ski | 1 | 1 | 1 | Asst. CSC Director | S | 40 | 26 |
| Community Svc | Ski | Child Ski | 1 | 0 | 0 | CSC Trainer | S | 0 | 0 |
| Community Svc | Ski | Child Ski | 3 | 5 | 5 | CSC Guest Services | S | 28 | 16 |
| Community Svc | Ski | Child Ski | 36 | 38 | 34 | CSC Instructor | S | 13 | 16 |
| Community Svc | Ski | Child Ski | 1 | 1 | 2 | CSC Supervisor | S | 35 | 16 |
| Community Svc | Ski | Child Ski | 6 | 10 | 7 | Junior CSC Instructor | S | 12 | 16 |
| Community Svc | Ski | Child Ski | 2 | 2 | 2 | Rental Shop Tech | S | 28 | 16 |
| Subtotal Child Ski Center | | | 51.0 | 58.0 | 52.0 | | | | |
| Community Svc | Ski | Comp Svc | 3 | 0 | 0 | Ski/Snowboard Instructor | S | 0 | 0 |
| Subtotal Competition Services | | | 3.0 | 0.0 | 0.0 | | | | |
| Community Svc | Ski | Rental/Rpr | 1 | 1 | 1 | Asst. Rental Shop Manager | S | 40 | 22 |
| Community Svc | Ski | Rental/Rpr | 10 | 12 | 13 | Rental Tech | S | 26 | 16 |
| Community Svc | Ski | Rental/Rpr | 0 | 1 | 0 | Rental Shop Manager | SM | 0 | 0 |
| Community Svc | Ski | Rental/Rpr | 1 | 1 | 0 | Repair Shop Tech | S | 0 | 0 |
| Subtotal Rental & Repair | | | 12.0 | 15.0 | 14.0 | | | | |
| Community Svc | Ski | Property Op | 3 | 3 | 3 | Maintenance Property Operations | S | 40 | 17 |
| Community Svc | Ski | Property Op | 1 | 1 | 1 | Base Ops Manager | SM | 40 | 26 |
| Subtotal Property Operations | | | 4.0 | 4.0 | 4.0 | | | | |
| Community Svc | Ski | Parking/Trans | 3 | 3 | 3 | Shuttle/Tram Driver | S | 34 | 16 |
| Community Svc | Ski | Parking/Trans | 3 | 3 | 3 | Tram Driver | S | 37 | 16 |
| Community Svc | Ski | Parking/Trans | 9 | 9 | 9 | Parking Attendant | S | 13 | 16 |
| Subtotal Parking and Transportation | | | 15.0 | 15.0 | 15.0 | | | | |
| Community Svc | Ski | F&B | 3 | 2 | 2 | Bartender | S | 32 | 16 |
| Community Svc | Ski | F&B | 7 | 6 | 6 | Cashier | S | 26 | 16 |
| Community Svc | Ski | F&B | 7 | 7 | 7 | Cook | S | 26 | 16 |
| Community Svc | Ski | F&B | 1 | 1 | 1 | Prep Cook | S | 24 | 16 |
| Community Svc | Ski | F&B | 1 | 0 | 1 | Dishwasher | S | 16 | 16 |
| Community Svc | Ski | F&B | 3 | 3 | 3 | Busser | S | 23 | 16 |
| Community Svc | Ski | F&B | 1 | 0 | 0 | Snowflake Supervisor | S | 0 | 0 |
| Subtotal Food & Beverage | | | 23.0 | 19.0 | 20.0 | | | | |
| Community Svc | Ski | Hyatt Shop | 0 | 0 | 3 | Hyatt Shop Staff | S | 19 | 52 |
| Community Svc | Ski | Hyatt Shop | 0 | 0 | 2 | Lead Hyatt Shop Staff | S | 32 | 52 |
| Subtotal Hyatt Shop | | | 0.0 | 0.0 | 5.0 | | | | |
| Community Svc | Ski | General Admin | 1 | 1 | 1 | Receptionist/Snow Reporter | S | 40 | 16 |
| Community Svc | Ski | General Admin | 1 | 1 | 0 | CSC Director (Summer Recruiting) | S | 0 | 0 |
| Subtotal General Admin | | | 2.0 | 2.0 | 1.0 | | | | |
| Community Svc | Ski | Marketing | 2 | 2 | 2 | Receptionist/Snow Reporter | S | 40 | 17 |
| Subtotal Marketing | | | 2.0 | 2.0 | 2.0 | | | | |
| Subtotal Ski Department | | | 243.0 | 246.0 | 238.0 | | | | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**PART-TIME, TEMPORARY AND SEASONAL PERSONNEL
(ESTIMATE ONLY)**

| STAFFING BY FUND | | | ESTIMATED # OF POSITIONS | | | POSITION | TYPE | HOURS/ WEEK | WEEKS/ YEAR |
|---------------------------------------|------------|----------|-----------------------------|--------------|--------------|------------------------------|--------|----------------|----------------|
| AREA | DEPT | DIV | 09-10 | 10-11 | 11-12 | | | | |
| Community Svc | Parks | Parks | 0.6 | 0.6 | 0.6 | Irrigation Tech | S | 40 | 33 |
| Community Svc | Parks | Parks | 1 | 0 | 0 | Maintenance Worker (On Call) | S | 0 | 0 |
| Community Svc | Parks | Parks | 10 | 9 | 9 | Maintenance Worker | S | 40 | 31 |
| Community Svc | Parks | Parks | 4 | 4 | 4 | Senior Maintenance Worker | S | 40 | 32 |
| Subtotal Parks Department | | | 15.6 | 13.6 | 13.6 | | | | |
| Community Svc | Recreation | Tennis | 1 | 1 | 1 | Director of Tennis | SM | 40 | 39 |
| Community Svc | Recreation | Tennis | 0 | 0 | 0 | Tennis Pro* | S | 0 | 0 |
| Community Svc | Recreation | Tennis | 3 | 3 | 3 | Tennis Host | S | 29 | 20 |
| Community Svc | Recreation | Tennis | 1 | 1 | 1 | Tennis Court Washer | S | 7 | 20 |
| Community Svc | Recreation | Tennis | 1 | 1 | 1 | Senior Tennis Host | S | 26 | 20 |
| Subtotal Tennis | | | 5.0 | 5.0 | 5.0 | | | | |
| Community Svc | Recreation | Programs | 1 | 1 | 1 | Bus Driver Recreation | PT | 25 | 52 |
| Community Svc | Recreation | Programs | 1 | 1 | 0 | Special Projects (Seniors) | PT | 0 | 0 |
| Community Svc | Recreation | Programs | 2 | 2 | 0 | Daycamp Coord | PT | 0 | 0 |
| Community Svc | Recreation | Programs | 2 | 2 | 0 | Daycamp Leader | PT | 0 | 0 |
| Community Svc | Recreation | Programs | 3 | 3 | 3 | Recreation Leader | PT | 25 | 52 |
| Community Svc | Recreation | Programs | 0 | 0 | 2 | Senior Recreation Leader | PT | 26 | 52 |
| Community Svc | Recreation | Programs | 4 | 4 | 4 | Senior Fitness Instructor | PT | 1 | 52 |
| Community Svc | Recreation | Sports | 1 | 1 | 1 | Youth Sports Official | PT | 5 | 7 |
| Community Svc | Recreation | Sports | 1 | 1 | 1 | Sports Official | PT | 10 | 15 |
| Community Svc | Recreation | Sports | 1 | 1 | 1 | Sports Site Supervisor | PT | 18 | 52 |
| Subtotal Programs | | | 16.0 | 16.0 | 13.0 | | | | |
| Community Svc | Recreation | Admin | 0.3 | 0.3 | 0.3 | Assistant Rec Clerk | PTYR-B | 23 | 52 |
| Community Svc | Recreation | Admin | 0.15 | 0.15 | 1 | Assistant Rec Clerk | PT | 8 | 52 |
| Community Svc | Recreation | Admin | 0.3 | 0.3 | 0 | Assistant Rec Clerk | S | 0 | 0 |
| Community Svc | Recreation | Admin | 0 | 0 | 1 | Safe Room Clerk | S | 7 | 52 |
| Subtotal P&R Administraion | | | 0.7 | 0.7 | 2.3 | | | | |
| Community Svc | Recreation | Rec Ctr | 8 | 8 | 8 | Aquacise Instructor | PT | 2 | 52 |
| Community Svc | Recreation | Rec Ctr | 1 | 1 | 1 | Aquatics Assistant | PTYR | 11 | 52 |
| Community Svc | Recreation | Rec Ctr | 0 | 0 | 1 | Aquatics Maint. Specialist | PT | 14 | 52 |
| Community Svc | Recreation | Rec Ctr | 7 | 7 | 7 | Child Care Leader | PT | 6 | 52 |
| Community Svc | Recreation | Rec Ctr | 6 | 6 | 6 | Fitness Attendant | PT | 4 | 52 |
| Community Svc | Recreation | Rec Ctr | 11 | 11 | 11 | Fitness Instructor | PT | 3 | 52 |
| Community Svc | Recreation | Rec Ctr | 14 | 14 | 14 | Lifeguard | PTYR | 14 | 52 |
| Community Svc | Recreation | Rec Ctr | 5 | 7 | 7 | Recreation Host | PT | 21 | 52 |
| Community Svc | Recreation | Rec Ctr | 1 | 1 | 0 | Senior Recreation Host | PTYR-B | 0 | 0 |
| Community Svc | Recreation | Rec Ctr | 2 | 2 | 2 | Senior Child Care Leader | PT | 5 | 52 |
| Community Svc | Recreation | Rec Ctr | 1 | 1 | 0 | Senior Host | PTYR | 0 | 0 |
| Community Svc | Recreation | Rec Ctr | 1 | 1 | 0 | Recreation Host Weekends | PTYR | 0 | 0 |
| Community Svc | Recreation | Rec Ctr | 1 | 1 | 1 | Swim Coach | PT | 7 | 39 |
| Community Svc | Recreation | Rec Ctr | 6 | 6 | 6 | Swim Instructor | PT | 3 | 52 |
| Community Svc | Recreation | Rec Ctr | 0 | 0 | 1 | Swim Lesson Coordinator | PT | 6 | 52 |
| Community Svc | Recreation | Rec Ctr | 2 | 2 | 2 | Host/Rover | PT | 5 | 25 |
| Subtotal Recreation Center | | | 66.0 | 68.0 | 67.0 | | | | |
| Subtotal Recreation Dept | | | 103.3 | 103.3 | 100.9 | | | | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**PART-TIME, TEMPORARY AND SEASONAL PERSONNEL
(ESTIMATE ONLY)**

STAFFING BY FUND

| AREA | DEPT | DIV | ESTIMATED # OF POSITIONS | | | POSITION | TYPE | HOURS/ WEEK | WEEKS/ YEAR |
|--|--------------|-------------|-----------------------------|--------------|--------------|----------------------------------|--------|----------------|----------------|
| | | | 09-10 | 10-11 | 11-12 | | | | |
| Community Svc | Other Rec | Admin | 0.6 | 0.6 | 0.6 | Assistant Rec Clerk | PTYR-B | 28 | 52 |
| Community Svc | Other Rec | Admin | 0.9 | 0.9 | 0.9 | Assistant Rec Clerk | PT | 37 | 52 |
| Community Svc | Other Rec | Admin | 1.7 | 1.7 | 1.7 | Assistant Rec Clerk | S | 25 | 17 |
| Subtotal Other Recreation | | | 3.2 | 3.2 | 3.2 | | | | |
| Subtotal Recreation Fund | | | 454.5 | 459.5 | 456.1 | | | | |
| Beach | Recreation | Beach | 1 | 1 | 1 | Beach Host Manager | SM | 40 | 22 |
| Beach | Recreation | Beach | 0.1 | 0.1 | 0.1 | Assistant Rec Clerk | PTYR-B | 28 | 52 |
| Beach | Recreation | Beach | 0 | 0 | 1 | Safe Room Clerk | S | 5 | 16 |
| Beach | Recreation | Beach | 1 | 1 | 1 | Lead Beach Host | S | 40 | 20 |
| Beach | Recreation | Beach | 21 | 21 | 21 | Beach Host | S | 15 | 16 |
| Beach | Recreation | Beach | 1 | 1 | 1 | Aquatics Assistant | PTYR | 17 | 52 |
| Beach | Recreation | Beach | 0 | 0 | 1 | Aquatics Maintenance Specialist | PT | 17 | 52 |
| Beach | Recreation | Beach | 6 | 6 | 3 | Lead Lifeguard | S | 32 | 16 |
| Beach | Recreation | Beach | 8 | 8 | 8 | Swim Instructor | S | 10 | 8 |
| Beach | Recreation | Beach | 35 | 35 | 35 | Lifeguard | S | 12 | 16 |
| Beach | Recreation | Beach | 0 | 0 | 3 | Aquatics Beach Supervisor | S | 32 | 16 |
| Beach | Recreation | Beach | 0 | 0 | 1 | Swim Lesson Coordinator | PT | 12 | 10 |
| Beach | Recreation | Beach | 2 | 1 | 2 | Parking/Boat Ramp Attend. | S | 26 | 16 |
| Subtotal Beach | | | 75.1 | 74.1 | 78.1 | | | | |
| Beach | Recreation | Beach F & B | 4 | 4 | 0 | Cook | S | 0 | 0 |
| Beach | Recreation | Beach F & B | 2 | 2 | 0 | Cashier | PT | 0 | 0 |
| Beach | Recreation | Beach F & B | 1 | 1 | 0 | Delivery Person | PT | 0 | 0 |
| Beach | Recreation | Beach F & B | 1 | 1 | 0 | Food & Beverage Beach Supervisor | S | 0 | 0 |
| Subtotal Beach Food & Beverage | | | 8.0 | 8.0 | 0.0 | | | | |
| Beach | Parks | Parks | 0.5 | 0.5 | 0.5 | Irrigation Tech | S | 40 | 32 |
| Beach | Parks | Parks | 1 | 1 | 1 | Maintenance Worker (On Call) | S | 11 | 4 |
| Beach | Parks | Parks | 7 | 7 | 7 | Maintenance Worker | S | 16 | 28 |
| Beach | Parks | Parks | 4 | 4 | 4 | Senior Maintenance Worker | S | 14 | 38 |
| Subtotal Beach Parks Department | | | 12.5 | 12.5 | 12.5 | | | | |
| Subtotal Beach Fund | | | 95.6 | 94.6 | 90.6 | | | | |
| Public Works | Internal Svc | Engineering | 1 | 1 | 1 | Intern | PT | 40 | 18 |
| Subtotal Engineering Dept | | | 1.0 | 1.0 | 1.0 | | | | |
| Public Works | Internal Svc | Buildings | 1 | 1 | 1 | Sign Maker | PT | 18 | 52 |
| Subtotal Buildings & Grounds Dept | | | 1.0 | 1.0 | 1.0 | | | | |
| Subtotal Internal Svc Fund | | | 2.0 | 2.0 | 2.0 | | | | |
| Total All Funds | | | 558.1 | 561.1 | 553.7 | | | | |

**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
2011-2012 BUDGET**

**PART-TIME, TEMPORARY AND SEASONAL PERSONNEL
(ESTIMATE ONLY)**

| STAFFING BY FUND | | | ESTIMATED # OF POSITIONS | | | | HOURS/ WEEK | WEEKS/ YEAR |
|------------------|------|-----|-----------------------------|-------|-------|----------|----------------|----------------|
| AREA | DEPT | DIV | 09-10 | 10-11 | 11-12 | POSITION | TYPE | |

STAFFING BY DEPARTMENT SUMMARY

| | <u>09-10</u> | <u>10-11</u> | <u>11-12</u> | Legend |
|------------------------------|--------------|--------------|--------------|---|
| Administration/Finance | 4 | 4 | 3 | PT - Part-Time |
| Utility | 2.0 | 1.0 | 2.0 | PTYR - Part-Time Year Round |
| Golf - Championship | 60.0 | 63.5 | 66.3 | PTYR-B - Part-Time Year Round Benefited |
| Golf - Mountain | 35.0 | 33.0 | 32.0 | SM - Seasonal Management |
| Facilities | 10.0 | 10.5 | 15.8 | S - Seasonal |
| Ski Resort | 243.0 | 246.0 | 238.0 | OC - On Call |
| Recreation | 103.3 | 103.3 | 100.9 | S - Seasonal |
| Other Recreation | 3.2 | 3.2 | 3.2 | |
| Beach | 95.6 | 94.6 | 90.6 | |
| Engineering | 1.0 | 1.0 | 1.0 | |
| Fleet | 0.0 | 0.0 | 0.0 | |
| Buildings | 1.0 | 1.0 | 1.0 | |
| Total All Departments | 558.1 | 561.1 | 553.7 | |

SUPPLEMENTAL STAFFING BREAKDOWN

| | <u>09-10</u> | <u>10-11</u> | <u>11-12</u> |
|-----------------|--------------|--------------|--------------|
| Marketing | 2.0 | 2.0 | 2.0 |
| Food & Beverage | 67.0 | 61.0 | 59.0 |

Note:

This schedule does not include ski instructors, recreation program instructors, and certain other personnel that are retained on an as needed basis or paid based on formulas related to program receipts, or personnel used in conjunction with capital improvement projects. fiscal year is not available.

* Tennis Pros are paid on commission and do not accrue any FTE's therefore they are shown as "0".

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

Standard Salary Ranges

Effective July 1, 2011

*Ranges increased 2%
from previous year.*

| GRADE | HOURLY | | | BI-WEEKLY | | | ANNUAL | | |
|-------|---------|---------|---------|-----------|---------|---------|-----------|-----------|-----------|
| | Minimum | Mid | Max | Minimum | Mid | Max | Minimum | Mid | Max |
| 4.0 | \$8.55 | \$10.05 | \$11.54 | \$684 | \$804 | \$923 | \$17,784 | \$20,904 | \$24,003 |
| 5.0 | \$8.99 | \$10.56 | \$12.13 | \$719 | \$845 | \$970 | \$18,699 | \$21,965 | \$25,230 |
| 6.0 | \$9.45 | \$11.10 | \$12.75 | \$756 | \$888 | \$1,020 | \$19,656 | \$23,088 | \$26,520 |
| 7.0 | \$9.91 | \$11.65 | \$13.38 | \$793 | \$932 | \$1,070 | \$20,613 | \$24,232 | \$27,830 |
| 8.0 | \$10.41 | \$12.24 | \$14.06 | \$833 | \$979 | \$1,125 | \$21,653 | \$25,459 | \$29,245 |
| 9.0 | \$10.93 | \$12.85 | \$14.76 | \$874 | \$1,028 | \$1,181 | \$22,734 | \$26,728 | \$30,701 |
| 10.0 | \$11.51 | \$13.52 | \$15.52 | \$921 | \$1,082 | \$1,242 | \$23,941 | \$28,122 | \$32,282 |
| 11.0 | \$12.08 | \$14.19 | \$16.30 | \$966 | \$1,135 | \$1,304 | \$25,126 | \$29,515 | \$33,904 |
| 12.0 | \$12.69 | \$14.90 | \$17.13 | \$1,015 | \$1,192 | \$1,370 | \$26,395 | \$30,992 | \$35,630 |
| 13.0 | \$13.33 | \$15.67 | \$18.00 | \$1,066 | \$1,254 | \$1,440 | \$27,726 | \$32,594 | \$37,440 |
| 14.0 | \$14.00 | \$16.45 | \$18.91 | \$1,120 | \$1,316 | \$1,513 | \$29,120 | \$34,216 | \$39,333 |
| 15.0 | \$14.72 | \$17.30 | \$19.87 | \$1,178 | \$1,384 | \$1,590 | \$30,618 | \$35,984 | \$41,330 |
| 16.0 | \$15.45 | \$18.16 | \$20.87 | \$1,236 | \$1,453 | \$1,670 | \$32,136 | \$37,773 | \$43,410 |
| 17.0 | \$16.24 | \$19.07 | \$21.92 | \$1,299 | \$1,526 | \$1,754 | \$33,779 | \$39,666 | \$45,594 |
| 18.0 | \$17.06 | \$20.05 | \$23.04 | \$1,365 | \$1,604 | \$1,843 | \$35,485 | \$41,704 | \$47,923 |
| 19.0 | \$17.93 | \$21.06 | \$24.20 | \$1,434 | \$1,685 | \$1,936 | \$37,294 | \$43,805 | \$50,336 |
| 20.0 | \$18.84 | \$22.13 | \$25.43 | \$1,507 | \$1,770 | \$2,034 | \$39,187 | \$46,030 | \$52,894 |
| 21.0 | \$19.80 | \$23.26 | \$26.72 | \$1,584 | \$1,861 | \$2,138 | \$41,184 | \$48,381 | \$55,578 |
| 22.0 | \$20.80 | \$24.44 | \$28.07 | \$1,664 | \$1,955 | \$2,246 | \$43,264 | \$50,835 | \$58,386 |
| 23.0 | \$21.85 | \$25.67 | \$29.50 | \$1,748 | \$2,054 | \$2,360 | \$45,448 | \$53,394 | \$61,360 |
| 24.0 | \$22.96 | \$26.98 | \$31.00 | \$1,837 | \$2,158 | \$2,480 | \$47,757 | \$56,118 | \$64,480 |
| 25.0 | \$24.12 | \$28.35 | \$32.57 | \$1,930 | \$2,268 | \$2,606 | \$50,170 | \$58,968 | \$67,746 |
| 26.0 | \$25.34 | \$29.77 | \$34.20 | \$2,027 | \$2,382 | \$2,736 | \$52,707 | \$61,922 | \$71,136 |
| 27.0 | \$26.61 | \$31.27 | \$35.93 | \$2,129 | \$2,502 | \$2,874 | \$55,349 | \$65,042 | \$74,734 |
| 28.0 | \$27.97 | \$32.86 | \$37.76 | \$2,238 | \$2,629 | \$3,021 | \$58,178 | \$68,349 | \$78,541 |
| 29.0 | \$29.38 | \$34.52 | \$39.66 | \$2,350 | \$2,762 | \$3,173 | \$61,110 | \$71,802 | \$82,493 |
| 30.0 | \$30.87 | \$36.27 | \$41.68 | \$2,470 | \$2,902 | \$3,334 | \$64,210 | \$75,442 | \$86,694 |
| 31.0 | \$32.43 | \$38.10 | \$43.78 | \$2,594 | \$3,048 | \$3,502 | \$67,454 | \$79,248 | \$91,062 |
| 32.0 | \$34.08 | \$40.05 | \$46.00 | \$2,726 | \$3,204 | \$3,680 | \$70,886 | \$83,304 | \$95,680 |
| 33.0 | \$35.80 | \$42.06 | \$48.34 | \$2,864 | \$3,365 | \$3,867 | \$74,464 | \$87,485 | \$100,547 |
| 34.0 | \$37.61 | \$44.19 | \$50.77 | \$3,009 | \$3,535 | \$4,062 | \$78,229 | \$91,915 | \$105,602 |
| 35.0 | \$39.51 | \$46.43 | \$53.35 | \$3,161 | \$3,714 | \$4,268 | \$82,181 | \$96,574 | \$110,968 |
| 36.0 | \$41.50 | \$48.77 | \$56.03 | \$3,320 | \$3,902 | \$4,482 | \$86,320 | \$101,442 | \$116,542 |
| 37.0 | \$43.62 | \$51.24 | \$58.88 | \$3,490 | \$4,099 | \$4,710 | \$90,730 | \$106,579 | \$122,470 |
| 38.0 | \$45.82 | \$53.85 | \$61.86 | \$3,666 | \$4,308 | \$4,949 | \$95,306 | \$112,008 | \$128,669 |
| 39.0 | \$48.14 | \$56.57 | \$64.99 | \$3,851 | \$4,526 | \$5,199 | \$100,131 | \$117,666 | \$135,179 |
| 40.0 | \$50.59 | \$59.44 | \$68.29 | \$4,047 | \$4,755 | \$5,463 | \$105,227 | \$123,635 | \$142,043 |

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

Union Salary Ranges

Effective July 1, 2011

Uncertified Scale

*Ranges increased 2%
from previous year.*

| GRADE | HOURLY | | | BI-WEEKLY | | | ANNUAL | | |
|-------|----------|----------|----------|-----------|---------|---------|----------|----------|----------|
| | Minimum | Mid | Max | Minimum | Mid | Max | Minimum | Mid | Max |
| 3 | \$ 16.50 | \$ 19.39 | \$ 22.28 | \$1,320 | \$1,551 | \$1,782 | \$34,320 | \$40,331 | \$46,342 |
| 4 | \$ 17.34 | \$ 20.38 | \$ 23.41 | \$1,387 | \$1,630 | \$1,873 | \$36,067 | \$42,390 | \$48,693 |
| 5 | \$ 18.21 | \$ 21.39 | \$ 24.58 | \$1,457 | \$1,711 | \$1,966 | \$37,877 | \$44,491 | \$51,126 |
| 6 | \$ 18.44 | \$ 21.66 | \$ 24.90 | \$1,475 | \$1,733 | \$1,992 | \$38,355 | \$45,053 | \$51,792 |
| 7 | \$ 20.50 | \$ 24.09 | \$ 27.68 | \$1,640 | \$1,927 | \$2,214 | \$42,640 | \$50,107 | \$57,574 |
| 8 | \$ 22.52 | \$ 26.46 | \$ 30.41 | \$1,802 | \$2,117 | \$2,433 | \$46,842 | \$55,037 | \$63,253 |
| 9 | \$ 24.34 | \$ 28.60 | \$ 32.85 | \$1,947 | \$2,288 | \$2,628 | \$50,627 | \$59,488 | \$68,328 |
| 10 | \$ 26.63 | \$ 31.29 | \$ 35.96 | \$2,130 | \$2,503 | \$2,877 | \$55,390 | \$65,083 | \$74,797 |
| 11 | \$ 28.66 | \$ 33.68 | \$ 38.70 | \$2,293 | \$2,694 | \$3,096 | \$59,613 | \$70,054 | \$80,496 |
| 12 | \$ 30.73 | \$ 36.11 | \$ 41.49 | \$2,458 | \$2,889 | \$3,319 | \$63,918 | \$75,109 | \$86,299 |

Certified Scale

| GRADE | HOURLY | | | BI-WEEKLY | | | ANNUAL | | |
|-------|----------|----------|----------|-----------|---------|---------|----------|----------|----------|
| | Minimum | Mid | Max | Minimum | Mid | Max | Minimum | Mid | Max |
| 3 | N/A | | N/A | N/A | | N/A | N/A | | N/A |
| 4 | N/A | | N/A | N/A | | N/A | N/A | | N/A |
| 5 | N/A | | N/A | N/A | | N/A | N/A | | N/A |
| 6 | \$ 18.84 | \$ 22.13 | \$ 25.43 | \$1,507 | \$1,770 | \$2,034 | \$39,187 | \$46,030 | \$52,894 |
| 7 | \$ 20.45 | \$ 24.03 | \$ 27.61 | \$1,636 | \$1,922 | \$2,209 | \$42,536 | \$49,982 | \$57,429 |
| 8 | \$ 22.92 | \$ 26.93 | \$ 30.94 | \$1,834 | \$2,154 | \$2,475 | \$47,674 | \$56,014 | \$64,355 |
| 9 | \$ 25.00 | \$ 29.38 | \$ 33.75 | \$2,000 | \$2,350 | \$2,700 | \$52,000 | \$61,110 | \$70,200 |
| 10 | \$ 27.03 | \$ 31.76 | \$ 36.50 | \$2,162 | \$2,541 | \$2,920 | \$56,222 | \$66,061 | \$75,920 |
| 11 | \$ 29.08 | \$ 34.17 | \$ 39.26 | \$2,326 | \$2,734 | \$3,141 | \$60,486 | \$71,074 | \$81,661 |
| 12 | \$ 31.14 | \$ 36.59 | \$ 42.04 | \$2,491 | \$2,927 | \$3,363 | \$64,771 | \$76,107 | \$87,443 |

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

Union Salary Ranges

Supervisor Bargaining Unit

Effective July 1, 2011

| |
|---|
| <p><i>Ranges increased 2% from previous year.</i></p> |
|---|

| GRADE | HOURLY | | | BI-WEEKLY | | | ANNUAL | | |
|------------|----------|----------|----------|-----------|---------|---------|----------|----------|----------|
| | Minimum | Mid | Max | Minimum | Mid | Max | Minimum | Mid | Max |
| S12 | \$ 33.97 | \$ 39.91 | \$ 45.86 | \$2,718 | \$3,193 | \$3,669 | \$70,658 | \$83,013 | \$95,389 |
| S11 | \$ 32.36 | \$ 38.03 | \$ 43.70 | \$2,589 | \$3,042 | \$3,496 | \$67,309 | \$79,102 | \$90,896 |
| S10 | \$ 30.81 | \$ 36.21 | \$ 41.60 | \$2,465 | \$2,897 | \$3,328 | \$64,085 | \$75,317 | \$86,528 |
| S9 | \$ 29.35 | \$ 34.48 | \$ 39.62 | \$2,348 | \$2,758 | \$3,170 | \$61,048 | \$71,718 | \$82,410 |
| S8 | \$ 27.95 | \$ 32.84 | \$ 37.73 | \$2,236 | \$2,627 | \$3,018 | \$58,136 | \$68,307 | \$78,478 |
| S7 | \$ 26.62 | \$ 31.28 | \$ 35.94 | \$2,130 | \$2,502 | \$2,875 | \$55,370 | \$65,062 | \$74,755 |
| S6 | \$ 25.35 | \$ 29.78 | \$ 34.22 | \$2,028 | \$2,382 | \$2,738 | \$52,728 | \$61,942 | \$71,178 |
| S5 | \$ 24.15 | \$ 28.38 | \$ 32.61 | \$1,932 | \$2,270 | \$2,609 | \$50,232 | \$59,030 | \$67,829 |
| S4 | \$ 23.13 | \$ 27.18 | \$ 31.23 | \$1,850 | \$2,174 | \$2,498 | \$48,110 | \$56,534 | \$64,958 |
| S3 | \$ 22.57 | \$ 26.52 | \$ 30.48 | \$1,806 | \$2,122 | \$2,438 | \$46,946 | \$55,162 | \$63,398 |
| S2 | \$ 21.49 | \$ 25.26 | \$ 29.01 | \$1,719 | \$2,021 | \$2,321 | \$44,699 | \$52,541 | \$60,341 |
| S1 | \$ 20.46 | \$ 24.04 | \$ 27.62 | \$1,637 | \$1,923 | \$2,210 | \$42,557 | \$50,003 | \$57,450 |

The District budget contains acronyms and terminology that are unique to public finance and budgeting. To assist the reader of this document in understating the terms, a glossary has been included.

- **ADA** - Americans with Disabilities Act.
- **Accrual Basis** - Recognition of revenue when earned and expenses when incurred. They are recorded at the end of an accounting period even though cash has not been received or paid.
- **Ad Valorem Tax** - a.k.a. Real Property Tax. Tax levied based upon assessed valuations. The District receives it's share of Ad Valorem Tax distributions from Washoe County.
- **Advertising** - Announcements and displays in newspapers, radio, TV, internet and other forms of communication to promote services or provide information.
- **Appropriation** - A specific amount of money that is authorized for the purchase of goods or services.
- **Audit** - An official examination and verification of accounts and records, especially of financial accounts.
- **Balanced Budget** - A budget in which revenues are matched by expenses for a given period.
- **Banking Fees and Processing** - Bank charges from operating checking accounts and for processing credit cards.
- **Beach Facility Fee** - An annual fee assessed to all eligible parcels within the Incline Village boundaries for the availability of use of the beach facilities.
- **Bear Awareness Program** - A cooperative program between IVGID and Washoe County to provide local homeowners the means to eliminate wildlife access to non-natural food sources.
- **Balance Sheet** - A statement of the financial position of an entity on a specified date.
- **Bear Awareness Program** - A joint program between I.V.G.I.D. and Washoe County to educate citizens about bears. The program consists on education, ordinance and a lead by example/incentive component.
- **Bonds** - A written promise to pay a specified sum of money (principal) of face value at a specified future date (maturity date) along with periodic interest paid at a specified percentage (interest rate) of the principal. Bonds are typically used for long-term debt.
- **Bond Rating** - normally an evaluation of creditworthiness performed by an independent rating service.
- **Board of Trustees** - 5 person elective Board that runs the District. Board members are elected to four year terms. The election of Board members is staggered every two years.
- **Budget** - An estimate of expected sources and uses for a given period in the future. A plan of operations based on such an estimate.
- **Budget Amendment** - A change to the budget as it was originally approved.
- **Bureau of Land Management** - is responsible for carrying out a variety of programs for the management and conservation, of resources on 256 million surface acres, as well as 700 million acres of subsurface mineral estate.

- **Capital Budget** - A plan to finance long-term outlays, such as for fixed assets, like facilities and equipment.
- **Capital Grants** - Grants from a specified form of government in support of a specified capital improvement project.
- **Capital Expenditure** - Money spent to acquire or upgrade physical assets such as buildings and machinery. According to District policy these assets have a useful life beyond 3 years. Also called capital spending or capital expense.
- **Capital Improvement Plan (CIP)** - A five year plan outlining expenses related to long-term outlays for property, plant and equipment. All capital expenditures are made within the parameters of the District's five year rolling Capital Improvement Plan. A long term capital plan is available for planning purposes for those projects that fall outside of the 5 year plan window.
- **Capital Improvements** - Acquisition of assets having a cost over \$5000 and a useful life greater than 2 years.
- **Capital Outlay** - Money spent to acquire or upgrade fixed assets in the General Fund.
- **Capital Project Committee (CPC)** - The committee that reviews all capital projects before they are included in the capital budget.
- **Carryover** - Capital budget not spent in the previous fiscal year that will be spent in the current fiscal year.
- **Cash Flow** - A measure of a company's financial health. Equals cash receipts minus cash payments over a given period of time; or equivalently, net profit plus amounts charged off for depreciation, depletion, and amortization.
- **Central Office Income (Expense)** - The amount transferred between the Utility and Community Service Funds to cover the cost of services provided by the General Fund. Also know as interfund transfers.
- **Communications** - Transmission of messages or information including telephone, T1 and internet services.
- **Community Relations** - Costs to promote the District and local events.
- **Consumer Price Index (CPI)** - An inflationary indicator that measures the change in the cost of a fixed basket of products and services, including housing, electricity, food, and transportation. The CPI is published monthly. Also called cost-of-living index. The District references the Bureau of Labor Statistics Western Region CPI.
- **Contractual Services** - Purchased services from other than employees including security, recycling, waste processing, body shop work, tee times and inventory services.
- **Contribution** - Funds given to the District for capital or operating expenses from other governmental agencies and other sources.
- **Cost of Goods Sold** - Direct costs of item or service purchased for resale.
- **Customer Service Training** - An internal training program specifically designed to keep the focus on providing excellent service to our customers.
- **CTX General Sales Tax** - Consolidated Nevada and other governments sales tax.
- **DVAT** - District Venue Advisory Team.
- **Debt Coverage Ratio** - This is determined by dividing the operating or other available revenues less operating expenses other than depreciation and interest by the annual principal and interest payments.
- **Debt Proceeds** - Gross receipts from issuance of Debt.
- **Debt Service** - The payment of principal and interest on borrowed funds such as bonds.
- **Depreciation** - A non-cash expense that reduces the value of an asset as a result of wear and tear, age, or obsolescence. Most assets lose their value over time (in other

words, they depreciate), and must be replaced once the end of their useful life is reached. There are several accounting methods that are used in order to write off an asset's depreciation cost over the period of its useful life. The District uses the straight line depreciation method. Because it is a non-cash expense, depreciation lowers the company's reported earnings while increasing free cash flow.

- **Depreciation Add back** - Offsetting entry for expenses not requiring the further use of resources.
- **District** - Incline Village General Improvement District (IVGID) - the governing entity that is the subject of the budget process.
- **District Venue Advisory Team** - (DVAT) A group of staff and community members organized for a specific venue to provide input and feedback.
- **Dues & Subscriptions** - Memberships to trade and professional groups and for periodicals and trade journals.
- **EDU** - Equivalent Dwelling Unit, for example a single family home is one EDU.
- **EPA** - Environmental Protection Agency.
- **Employees Benefits** - Amounts paid not in salary for such items as group insurance, retirement, payroll taxes, unemployment, and workers compensation.
- **Enterprise Fund** - Accounts for the revenue earned, expense incurred and net income for business-type functions. The Utility, Community Services and Beach funds are Enterprise Funds.
- **Employees Relations & Recognition** - Staff awards and events and retention incentives.
- **Fines** - Fees issued with citations for violation of District Ordinances.
- **Fiscal Agent** - Costs associated with professional investment and debt management
- **Fixed Assets** - A long-term, tangible asset held for business use and not expected to be converted to cash in the current or upcoming fiscal year, such as manufacturing equipment, real estate, and furniture. Also called plant.
- **Food & Beverage Sales** - Sale of food and beverage to consumers.
- **Fuels Management** - Purchase of service work to create or maintain defensible space on District Property.
- **Full Time Equivalent (FTE)** - A term used to quantify labor force. Each FTE equals a standard 2,080 hours of work per year.
- **Full Time Year Round (FTYR)** - An employee that is budgeted for 2,080 hours a year and receives the total benefit package of the District.
- **Fund** - In Government Accounting, fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with related liabilities and residual equities or balances, and changes therein. Funds are segregated for the purpose of conducting specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. An example is the General Fund.
- **Funded Capital Resources** - As per District Policy, are amounts earned and retained in prior periods for use to acquire specific capital improvements
- **FY** - Fiscal Year of District - July 1 through June 30.
- **Generally Accepted Accounting Principles (GAAP)** - A widely accepted set of rules, conventions, standards, and procedures for reporting financial information as established by the Financial Accounting Standards Board.
- **GFOA** - Government Finance Officers Association.
- **Goal** - Declares the District's intent and purpose.

- **Governmental Fund** - Accounts for all transactions not recorded in other fund types. The General Fund is a Governmental Fund.
- **Grant** - Funds given to the District for capital or operating expenses from other governmental agencies. The District currently receives operating grants from the State of Nevada and Washoe County, and capital grants from the Federal Government through the Army Corps of Engineers.
- **HR** - Human Resources Department.
- **HRIS** - Human Resource Information System. A software solution for the data entry, data tracking, and data information needs of the Human Resources, payroll, management, and accounting functions related to HR.
- **Insurance** - General liability, property, fidelity and excess limits coverage.
- **Interco Fees** - Internal fees charged to various areas of the District. The fees are designed to capture the actual cost of doing business and reimburse the Internal Funds.
- **Interest** - Payment of periodic interest amounts due.
- **Interfund Transfers** - Scheduled Operating Transfers between the General, Utility and Community Services Funds.
- **Intergovernmental Operating Grants** - Grants from specified forms of government in support of a specified purpose.
- **Internal Services Fund** - Accounts for the financing of goods and services provided by one department to other departments on a cost reimbursement basis. Fleet, Engineering, Buildings and Workers Compensation are part of the Internal Services Fund.
- **Investment Earnings** - Interest income, changes in market value and results from sales of investments.
- **IT** - Information Technology Department.
- **IVGID** - Incline Village General Improvement District (a.k.a. the District).
- **LGIP** - Local Government Investment Pool.
- **Legal** - Costs of legal services..
- **Long Term 2 Enhanced Surface Water Treatment Rule** - The purpose of the LT2 rule is to reduce illness linked with the contaminant *Cryptosporidium* and other disease-causing microorganisms in drinking water. The rule will supplement existing regulations by targeting additional *Cryptosporidium* treatment requirements to higher risk systems. This rule also contains provisions to reduce risks from uncovered finished water reservoirs and to ensure that systems maintain microbial protection when they take steps to decrease the formation of disinfection byproducts that result from chemical water treatment.
- **LT2 Rule** - Long Term 2 Enhanced Surface Water Treatment Rule (LT2 2006). The purpose of the LT2 2006 rule is to build on the SWTR of 1989 and to reduce illness linked with the contaminant *Cryptosporidium* and other disease-causing microorganisms in drinking water.
- **MBO** - Management by Objectives - A program which outlines the Districts goals and objectives for a specific calendar year.
- **Mantra** - "One District ~ One Team" District wide belief developed by the Employee Focus Group.
- **Merchandise Sales** - Sale of clothing and sports equipment.
- **Modified Accrual Accounting** - Governmental accounting method. Revenue is recognized when it becomes available and measurable. Expenditures are typically recognized in the period in which the liability is incurred *except for*: (1) inventories of materials and supplies that may be considered expenditures either when bought or used; (2) interest on general and special assessment long-term debt that is recognized on the

date due; and (3) use of encumbrances. The District follows the modified accrual method.

- **Moody's Investors Services** - An independent rating service that performs evaluation of creditworthiness.
- **Multi Seasonal Year Round (MSYR)** - Year-round employees that move with the season and receive the District's total benefit package.
- **Multi Year Capital Plan (MYCP)** - This is the capital plan that is administered by the Capital Project Committee and approved by the Board of Trustees.
- **Net Promoter Score** - The percentage of customers who are promoters of the company or brand, minus the percentage who are detractors.
- **Nevada Revised Statutes (NRS)** - The current codified laws of the State of Nevada. The NRS is a compilation of all legislation passed by the Nevada Legislature during a particular Legislative Session.
- **North Lake Tahoe Fire Protection District** - is responsible for providing both emergency and non-emergency responses to the citizens of Incline Village/Crystal Bay, Nevada.
- **North Lake Tahoe Resort Association (NLTRA)** - Official Visitors and Convention Bureau and Central Reservations Center for North Lake Tahoe.
- **Objective** - An unambiguous statement of the District's intentions, expressed in measurable terms usually with an implied or explicit timeframe.
- **Operating Budget** - A plan to finance expenses arising in the normal course of running a business such as an office electricity bill.
- **Operating Expense** - An expense arising in the normal course of running a business such as an office electricity bill.
- **Ordinance** - An action approved by the Board of Trustees that has the affect of law.
- **Other Consultants** - Professional services from non-employees.
- **Other Taxes** - LGTA is the Local Government Tax Act set by law which by a calculation established in the NRS allows "other taxes" income.
- **Passes & Admissions** - User fees paid to gain access or use of facilities.
- **Part Time Year Round (PTYR)** - An employee that is budgeted for an average of 24 hours per week that may receive a portion of District benefit package.
- **Performance Measure** - Indicates how much or how well the District is doing. They track the District's progress toward achieving its objectives.
- **PERK** - Positive Employee Recognition - Kool (PERK) program. This program is designed to provide recognition to IVGID's valuable non-benefited employees.
- **PERS** - Public Employees' Retirement System of Nevada.
- **Personal Services** - Fees paid for contract service staff.
- **Point Of Sale (POS) software system** - Software system that captures daily transactions and is uploaded to the financial system.
- **Policy** - A fundamental statement or position established by the Board of Trustees to set the context for decision making or actions.
- **Postage** - Stamps and metered postage.
- **Power of 1** - A customer service training component that lets each employee know that they, as an individual, have the power to change the outcome of a situation either before it escalates into a challenge or when it is a challenge.
- **Principal** - Repayment of principal from past borrowing.
- **Printing & Publishing** - Costs associated with printing and binding publications.
- **Proceeds from sale of capital assets** - Proceeds for the sales of District assets generally taken out of service.

- **Program Registrations** - User fees paid for events and activities.
- **Proprietary Fund** - In Governmental accounting, one having profit and loss aspects. The two types of proprietary funds are the Enterprise Fund and the Internal Service Fund.
- **Recreation Facility Fee** - An annual fee assessed to all parcels within the Incline Village and Crystal Bay boundaries for the availability of use of the recreational facilities.
- **Recreation Roll** - The number of parcels that can be assessed the Recreation Facility Fee and the Beach Facility Fee.
- **Recruitment** - Costs incurred to obtain employees new to their position.
- **Reno-Sparks Convention and Visitors Authority (RSCVA)** - Acts as a marketing organization for the county to promote convention and tourism business.
- **Rent** - Amounts collected for rental of District facilities.
- **Rental & Lease** - Payments for use of assets for a specified period.
- **Repairs & Maintenance** - Preventative and corrective procedures including costs of labor and supplies for buildings, grounds and equipment.
- **Resolution** - an action by the Board of Trustees to manage, control and supervise the business and affairs of the District.
- **Resolution 1736** - Financial policy put in place that guides the District to make sound business decisions.
- **Revenue** - The increase in assets of governmental funds that do not increase liability or recovery of expenditure. This revenue is obtained from taxes, licenses and service fees.
- **Section 595 Federal Funds** - Federal funds that the District has secured with the help of a Legislative Advocate for the effluent export pipeline. These funds are made available pursuant to Section 595 of the Water Resources Development Act of 1999, Public Law 106-53, as amended (section 595).
- **Self Insured Retention (SIR)** - The deductible amount of insurance the District must provide before insurance attaches.
- **Service Fees** - User fee paid for units of service received.
- **Sierra Nevada College (SNC)** - A four year liberal arts college located in Incline Village.
- **Sources** - An in-flow of resources such as revenue, bond proceeds, transfers or other internal allocations.
- **Southern Nevada Public Land Management Act (SNPLMA)** - It allows the Bureau of Land Management to sell public land within a specific boundary around Las Vegas, Nevada.
- **State of Nevada Department of Taxation (DOT)** - the governmental entity where the tentative and final budgets are filed.
- **Supplies;**
 - ◊ **Office** - Paper products and office supplies including small equipment.
 - ◊ **Computer** - Software, maintenance, ink and small equipment.
 - ◊ **Operating** - Chemicals, fuels, materials and small equipment.
- **Surface Water Treatment Rule of 1989** - Seeks to prevent waterborne diseases caused by viruses, Legionella, and Giardia lamblia. These disease-causing microbes are present at varying concentrations in most surface waters. The rule requires that water systems filter and disinfect water from surface water sources to reduce the occurrence of unsafe levels of these microbes.
- **Tahoe Center for Environmental Sciences (TCES)** - A collaborative partnership between University of California, Davis and Sierra Nevada College (SNC), to create a

world-class environmental science and education center at Lake Tahoe.

- **Tahoe Water Suppliers Association** - is a regional partnership of Nevada and California Water Suppliers serving the Lake Tahoe region.
- **Training & Education** - Costs of classes and certifications.
- **Travel & Conferences** - Costs to attend meetings and events for vendors, trade associations and for education.
- **Uses** - An outflow of resources such as expenditures for operations, asset acquisition, debt service, transfers of other internal allocations.
- **Utilities** - Electricity, natural gas, water, sewer, trash, cable TV.
- **Wages and Salaries** - Paid to full time, part time permanent and temporary employees.
- **Washoe County District 4B Funds** - A residential construction tax that provides funds to build public parks in Washoe County.

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