

Capital Investment Committee – Sample questions for Applicants

1. How do you see the role of the Capital Investment Committee and its interaction with the Board of Trustees?
2. What are your drivers for wanting to serve on the Capital Investment Committee?
3. Can you provide us some information on your experience in reviewing and appraising major Capital Investments?
4. What do you view as the key aspects to consider in reviewing proposals for capital investment for the District?
5. Tell us about your understanding of the impact of the Nevada Open Meeting Laws (OML) on the operation of the Capital Investment Committee?



The Incline Village General Improvement District Board of Trustees is seeking interested candidates who wish to serve as an At-Large Member on the Capital/Investment Committee. The goal of board appointed committees is to engage and leverage the skills and expertise of community members to assist the board in moving initiatives forward. Committees shall comprise of up to 4 At-Large community members appointed by the Board of Trustees. The Board appointed Trustee is Raymond Tulloch and he will be the Committee Chair who will formulate meeting agendas and schedule. Should vacancies occur, the Board may solicit applicants and make appointments. Appointments are for up to 2 years, or the Board's determined/expected duration of the committee, whichever is less. A committee may be an ongoing committee, or a duration/project specific committee. All meetings are subject to Open Meeting Law. At-Large members are to have relevant professional experience for their specific committee.

Responsibilities/Authority – All committees are advisory to the Board. The committees shall review all relevant information and make recommendations to the Board, in alignment with the District's Strategic Plan, any applicable District master plans, and Board identified priorities. They are to identify the financial impacts of all of their recommendations, identify how recommendations align with the budget, and if applicable, how they affect the 5-year capital plan. The Board can set timelines and committee goals and expectations. Committee Trustees shall report monthly on the progress of the committee.

Capital/Investment Committee - As projects over \$250K are being contemplated, the committee should review and evaluate proposals, provide constructive input to ensure the Board's project expectations are being met, ensure the project scope has been properly and completely defined, ensure the benefit to the Community is clear and consistent with District master plans and/or Board priorities. Additionally, to ensure ongoing operating costs are considered and included in materials provided to the Board of Trustees for consideration.

Goal – To move projects forward more effectively with clear and complete financial transparency.

Any interested candidate should submit a letter of interest and a resume. These two documents can be submitted either via U.S. Mail addressed to Director of Administrative Services Susan Herron, IVGID, 893 Southwood Boulevard, Incline Village, Nevada 89451; or hand delivered to the aforementioned address; or submitted via e-mail (sah@ivgid.org). It is the interested candidate's responsibility to ensure that their documents have been received for consideration. All submittals must be received no later than Tuesday, August 1, 12 noon (PST).

Further, all interested candidates must be available to be interviewed during the Incline Village General Improvement District Board of Trustees meeting tentatively scheduled for August 9, 2023 at 6:00 p.m. During this meeting, the Board of Trustees may make their final decision. If you have any questions regarding this matter, please contact Susan Herron, Director of Administrative Services, IVGID, at (775) 832-1207 or via e-mail at sah@ivgid.org.

July 31, 2023

IVGID Board of Trustees

c/o Susan Herron

893 Southwood Boulevard

Incline Village, NV 89451

Dear Board of Trustees,

My name is Bill Feast and I am writing to express my interest in serving as an At-Large Member on the Capital/Investment Committee.

I am a 15 year owner/resident of Incline Village and feel that my professional experience in a variety of senior leadership roles across an array of consumer centric industries would allow me to be a valuable resource to the Board.

As a CEO and in other senior level roles, I have led a diverse array of capital projects and acquisitions large and small across a variety of venues and geographies. My experience includes the creation and design of projects, producing and assessing budgets, defining scope of work, selection of contractors/vendors and, ultimately, ensuring timely and on-budget delivery and execution based on project timelines and requirements. These projects typically required a strenuous review to ensure attainment of specific financial ROI's, whether a new retail store environment, company wide ERP system or major equipment acquisition.

Incline Village is fortunate to have an outstanding existing infrastructure and asset base. As a fellow owner, I feel it is essential to preserve, protect and enhance our assets of all types, as well as to ensure the District plans thoughtfully and carefully for the future needs of the community.

I have provided my biography and CV for your consideration and look forward to discussing my candidacy with you and answering any questions you may have about my background.

Thank you for the opportunity,

Bill Feast

William (Bill) M. Feast
President
Solet Advisors LLC

billfeast15@gmail.com
+1 415 250 1979



Bill Feast is a globally experienced, results driven executive with 35+ years of leadership in consumer centric and customer facing retail, destination and themed entertainment industry sectors. His career trajectory with recognized industry leaders such as the Six Flags Corporation, DFS Group (Duty Free Shoppers), LVMH and The Walt Disney Company culminated with the role of CEO and Director of RSH Singapore Ltd, an affiliate of Al Futtaim Group of Dubai. With full profit and loss accountability for the 100+ store group (200+ total points of sale) Bill grew and nurtured RSH's 60+ brand portfolio to Singapore's leading specialty retailer and distributor of fashion, lifestyle and sports brands, resulting in record EBITDA results over multiple years during his stewardship from 2007 to 2015.

Known for his strengths in driving revenue and profit optimization, strategic business planning, creative approach to problem solving and ability to drive brand growth, Bill has a reputation for being a strong, innovative leader as well as a passionate and collaborative team builder and developer of talent, leveraging his coaching and mentoring skills. He has also conceived, designed and overseen development of a wide array of retail and brand venues and markets as well as leading assessment, acquisition and implementation of ERP systems.

Bill established Solet Advisors LLC in 2002 to provide business advisory services and strategic business development expertise to the retail, consumer brand, destination and licensing industries. He currently serves as an Advisory Board member for two entrepreneurial start-ups, Mamie's Pies LLC and Arcadia Assisted Living LLC, the former a packaged frozen food entity and the latter an innovative, disruptive health care facility for the aging population, particularly those requiring memory care.

A graduate of the Georgia Institute of Technology with a BS in Industrial Management, Bill is a Nevada resident where he is an active tennis player and enjoys professional and personal travel with his wife and daughter.

WILLIAM (BILL) M. FEAST

Mobile: USA (1) 415 250 1979

Email: billfeast15@gmail.com

EXECUTIVE SUMMARY

A globally experienced, entrepreneurially minded executive with 35+ year record of successfully leading profit and loss functions in the retail and entertainment industries. Proven driver of sales and productivity, operational excellence and profitable business expansion in Asia/Pacific and North American markets. Strong brand acquisition and concept development skills. Additional key leadership skills include:

- Creative Strategist
- Solid Financial Acumen
- Strong Relationship Building
- Adaptive and Inventive Problem Solving
- System and ERP Savvy
- Team Building and Mentoring

PROFESSIONAL EXPERIENCE

SOLET ADVISORS, LLC **PRESIDENT/PRINCIPAL**

Present

Provide extensive array of expertise including revenue and profit improvement strategies, business acquisition due diligence, distribution channel evaluation, market viability assessment and integrated destination development. Retained on project basis, advisory or in an interim executive leadership role.

Engagements and accomplishments include:

THE DISNEY STORE, INC.

Led largest sales and profit production region for ten months as an interim senior management expert, comprised of 85 stores in western North America. Accountable for all regional management and operations.

ARCADIA LIVING LLC

Advisory Board member and investor in a start up, disruptive assisted living concept which serves the needs of senior residents in a highly personalized, sensitive manner, up to and including specialized memory care. Have scaled from first unit to six units, while guiding increased productivity, efficiencies and financial performance.

THE BOYDS COLLECTION LTD

Developed and led expansion of retail channel of distribution for this Kohlberg Kravis Roberts portfolio company. Drove creation and execution of 120,000 square foot destination attractions for this gift and decorative collectible developer, each with a capital investment of up to \$15 million, along with total profit and loss responsibility for DTC channel of distribution.

MAMIES PIES LLC

Advisory Board member for an innovative start up frozen dessert enterprise. Assisted in strategic development of go to market initiatives, sales channel development and assessment of licensing opportunities, as well as overall leadership guidance and direction to founder.

CREATIVE DESTRUCTION LAB (CDL)

Served as Mentor Associate in the CDL Commerce stream based at Georgia Tech in Atlanta. CDL is a global non-profit organization that delivers an objectives-based program for massively scalable, seed stage science and technology-based companies. Mentored a diverse array of early-stage retail-oriented groups with a focus on goal and priority setting, organizational structure and strategic assessment of product offerings to potential partners, as well as identification of key market initiatives.

RSH SINGAPORE PTE LTD, Member of RSH Group and affiliate of Al Futtaim Group, Dubai 2007-2015
CHIEF EXECUTIVE OFFICER AND DIRECTOR

Responsible for Singapore operations and financial performance of the largest specialty retailer and distributor of fashion, sports, golf and lifestyle brands in SE Asia, consisting of 100+ stores and 200+ points of sale across all distribution channels and producing SGD 175 million in sales. Led team of over 900, including 12 direct reports and operating 250,000 square feet. Developed annual capital programs averaging SGD 5 million per year and directed RSH Global Design Studio. Key accomplishments included:

- Produced EBITDA growth to highest levels in company history in multiple years of tenure.
- Drove sales growth by 28% in five years, accompanied by gross profit improvement of +2.2% points.
- Proven track record of driving brand growth profitably, commonly by 40% to 100% or more for brands as varied as Reebok, Lacoste, Vans, Mango, Speedo and Ted Baker.
- Drove new market development for Vietnam with five-year business plan.
- Led brand acquisition initiatives producing SGD 10 million to 20 million in annual sales, including Quiksilver/Roxy, Under Armour, Sperry Top Sider and Keds, among others.
- Initiated and led implementation of new company-wide ERP system (SAP) on time and on budget.

DFS GROUP LIMITED, subsidiary of LVMH 1985-2001
Multi-billion dollar travel retailer

Held progressively senior level leadership roles throughout a sixteen-year career with the world's largest travel retailer.

Senior Vice President, Global Store Development and Construction 1999-2001

- Led global design and construction activities for all DFS regions including North America, Hawaii, Hong Kong, Singapore, Oceania, Taiwan and Micronesia.
- Drove development of North American Galleria flagship venues in San Francisco and Los Angeles, each consisting of 40,000 square feet and capital budgets in excess of \$20 million and \$15 million, respectively.
- Designed and led construction of major American airport travel retail stores in San Francisco, Los Angeles and New York Kennedy airports consisting of approximately 40 locations and 100,000 square feet with capital budgets totaling \$25 million.

Regional Vice President, Stores 1991-1999

- Had full profit and loss accountability for 41 stores in the Guam, Saipan and Palau markets, encompassing over 210,000 square feet and \$500 million in revenue.
- Led a team of 1,000 associates, including 60 managers and 7 direct reports to regional sales and profit increases of 129% and 141%, respectively.
- Increased sales per square foot by 35% while expanding selling space by 71% (+90,000 square feet).
- Drove strategic development, design direction and implementation of prototypical "Galleria" flagship format, including expansion from 52,000 square feet to 110,000 square feet and including creation of fashion, boutique, beauty, luxury and destination entertainment world concepts.

Vice President, Merchandising | Assistant Flagship Store Management | Buyer 1985-1991

SIX FLAGS CORPORATION Through 1984

Sixteen-year career in Georgia and Texas with the world's largest regional theme park company. Gained a passion for exceeding guest expectations in the ultimate consumer centric industry. Delivered consistent success leading teams in multi-million dollar revenue production and profitability in retail and attraction venues.

EDUCATION

Bachelor of Science, Industrial Management, Georgia Institute of Technology

William (Bill) Kahrs

625 Lariat Cir. Unit #1
Incline Village, NV 89451
(650) 766-5152
WHKahrs@gmail.com

August 1, 2023

Capital Improvement / Investment Committee Application

IVGID Board of Trustees
893 Southwood Blvd.
Incline Village, NV 89451

Re: Capital Improvement / Investment Committee

To: IVGID Board of Trustees,

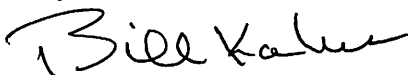
I respectfully submit my application to be considered as an advisory member of the Capital Improvement / Investment Committee.

Attached please find my summary resume dated 2015. Since that time, my wife Linda and I sold our company, ToutAboutToys.com, to an international education products company, Heutink Group. We served out our purchase contract in December 2019 and retired to Incline with the purchase of our full-time home.

IVGID needs to make important decisions as to capital investments. As I am a frequent user of the provided facilities, I have a vested interest in the resources IVGID offers to parcel owners.

My MBA and investment experience at Dean Witter & Co. provide the background needed for the financial decisions to be considered in this committee. In addition, I have served for over 10 years as board director and treasurer for an investment property in San Luis Obispo. Kindly consider my application.

Sincerely,



Bill Kahrs

William H. Kahrs, Jr
Tout About Toys, Inc.
1530 Gilbreth Road
Burlingame, CA 94010
650-692-1669
WHKahrs@gmail.com

Current address:
625 Lariat Circle
#1
Incline Village
NV 89451

TOUT ABOUT TOYS SUMMARY

1986 – 2009 Principal and officer for Tout About Toys while working full time in other companies.

2010 – 2015 Transitioned to Full Time VP, CFO, CIO, HR, Administration and Sales Support.

EXPERIENCE

Principal and Officer Positions

2010 - 2015

Tout About Toys, Inc., Burlingame, CA

- Ongoing responsibilities are Finance, IT, HR, Administration and Sales Support.
- Upgraded website to a highly functional and internally managed site.
- Installed capability for remote employees to be successfully integrated within TAT.

1997 - 2009

Various Manager Positions in Sales, Marketing and Software Development

Sun Microsystems, Inc., Menlo Park, CA

- Field Marketing Manager for Microelectronics Division, 1997 – 1999
- Program Manager, Global Sales, US and Asia Accounts, 1999 - 2003
- Deal Manager and Asia-Pacific Sales Support, 2004 - 2007
- IBIS (Oracle Conversion) Program Manager, 2008 - 2009

1987 - 1996

Varied Management Positions in Headquarters Sales

Advanced Micro Devices, Inc., Sunnyvale, CA

- Account and management responsibilities included Strategic Accounts, US and Asia Pacific regions.

Sales, Product Management, and Production Control

1977 - 1984

IBM Corporation, San Francisco, CA and Princeton, NJ

- Product Sales in SF Bay Area, 1978 - 1979
- Product Marketing, Magnetic Media, Princeton NJ, 1980 – 1982
- Production Control Manager for ESB PC Software launch, Dayton, NJ, 1983 – 1984

Stock Broker and Branch Options Coordinator

1972 - 1977

Dean Witter & Co., San Francisco, CA

- Develop client base and solicit investment product sales
 - Lead branch office in developing options expertise.
-

EDUCATION

MBA in General Management, Boston College, Chestnut Hill, MA

1971

BA in Economics, Hartwick College, Oneonta, NY

1969

Linda K. Kahrs

625 Lariat Cir. Unit #1
Incline Village, NV 89451
(650) 740-5494
LKKahrs@gmail.com

August 1, 2023

Capital Improvement/Investment Committee Application

IVGID Board of Trustees
893 Southwood Blvd.
Incline Village, NV 89451
Re: Capital Improvements/Investment Committee

Dear Board of Trustees,

I would like to be considered to serve as an advisory, At-Large Member on the Capital/Investment Committee.

Attached please find my summary resume dated 2015. Since that time, my husband and I sold our company, ToutAboutToys.com, to an international education products company, Heutink Group. We served out our purchase contract in December 2019 and retired to Incline with the purchase of our full-time home.

IVGID needs to make important decisions as to capital investments. As a frequent user of the community facilities, I have a vested interest in the resources IVGID offers to parcel owners.

While I may be new to the IVGID community, I commit to providing fresh, unbiased perspectives, with impeccable attention to detail, that will support the overall design of Incline Village.

Furthermore, my entrepreneurial experience in building a company, Tout About Toys, from inception to final sale, provides the background needed for the financial recommendations to be considered by this committee. In addition, my current position on the San Mateo County Head Start (IZZY) Board of Directors provides the committee experience in working with decision makers. Kindly consider my application.

Sincerely,



Linda K. Kahrs

Linda K. Kahrs
415 Princeton Road
San Mateo, CA 94402
Mobile: 650-740-5111
LKKahrs@gmail.com

Current address:
625 Lariat
Circle #1
Incline Village,
NV 89451

EXPERIENCE

Founder and President 1986 - 2015

Tout About Toys, Inc., Burlingame, CA

- Designed and manufactured toy that evolved into educational consulting company and government contractor
- Grew business through internally financed operations - no loans
- GSA contractor shipping worldwide to government installations
- Excellent business relationships with over 200 suppliers
- Service based with a consultative sales approach and many repeat customers

Product Manger 1982 - 1984

Avon Products, New York City

- Product Manager Gift and Decorative Latin America-Spain
- Developed business planning systems to track current and projected sales
- Executive presentation for new products

Product Manager and other Roles 1977 -1980

Levi Strauss, San Francisco, CA

- Hired in as Trademark Manager in legal department; assisted with preparation of legal department budgets
- Management Training Program (6 month training) along with MBA's from major schools
- Product Manager Young Men's Knits: developed products, worked with production and sales to grow the business

Other

- Commissioner, San Mateo Human Rights Commission
- California Attorney General's Office: Established office to process multi-million dollar claims for a class action settlement

EDUCATION

Hartwick College; BA in Political Science 1967 -1971

Oneonta, NY

- Founder & President of college's first environmental organization: Operation E
- Selected to Washington Semester Program at American University
- Summer Internship in Congressman Ottinger's Office

Incline Village General Improvement District

By hand delivery and e mail

Attention: Director of Administrative Services - Susan Herron

893 Southwood Boulevard

Incline Village, Nevada 89451

Dear Ms. Herron:

I, Clifford F. Dobler, hereby submit this letter of interest to become an advisor to the Board of Trustees as a member of the Capital/Investment Committee of IVGID. I enclose my resume for review.

I have been a resident of Incline Village for the past 30 years and have actively been involved in the financial affairs of IVGID for the past eight years. I served two years on the Audit Committee and brought forth several memorandums regarding improvements to the financial reporting of IVGID.

Two years ago, I was on the committee to assist in the design the Burnt Cedar Pool. The pool is remarkably popular with citizens. The concept and design to beginning construction was less than one year.

Over several years, I have drawn attention to the need to begin replacement of cart paths at the two IVGID golf courses. The Mountain Golf Course cart paths have progressed and should be completed in October.

On the charitable side, I completed the following.

252 Mill Street, Reno restoration of a Queen Ann, turn of the century home converted into three apartments for working families. Received the Mayor's award in October 2002 for preservation of Reno's history and heritage. Today it still stands in a beautiful condition.

As a trustee of Sierra Nevada College, I collaborated with other Trustees to close the mountain campus. In order to obtain maximum value for the land, concept plans were developed for a 64 unit detached townhouse community. As a result, excess TRPA coverage was able to be transferred to the existing Lake campus and the property was sold for a premium price. In addition, I assisted in the design and construction of the Sierra Nevada College library.

I continue to provide interim construction loans to residents of Incline Village in order to accomplish refurbishment prior to obtaining long term financing.

I will be available on August 9, 2023 for an interview.

Sincerely,

Clifford F. Dobler

Attachment - Resume

CLIFFORD F. DOBLER

RESUME

P. O. Box 3130
Incline Village, NV 89450
(775) 832-6644

1974 California State University, Los Angeles
Bachelor Degree - Business Administration

1976 Certified Public Accountant
State of California

1978 General Contractor
State of California

**Real Estate Loan Workout, Asset Management
and Disposition activities**

2008 CMD Management, Inc. (wholly owned by CF Dobler)
2012

Managing Member of 7 limited liability companies which
acquired troubled real estate loans for restructuring and
ultimate sale. - \$62 million

1998 Brownstone Equities (wholly owned by CF Dobler}
2007

Land assembly in Reno Redevelopment Agency which
was sold for casino parking, 200 unit apartment complex,
18 townhomes, and land for 46 townhomes (still vacant)

1990 C & I Management, Inc. (wholly owed by CF Dobler)
1997

General Partner or Managing Member
of 14 limited partnerships and limited liability companies
which purchased troubled real estate assets
from the Resolution Trust Corporation and banks - \$71 million.

1988 Fimsa Inc.

1989

Construction loan portfolio liquidation for First Interstate Mortgage Co..
Managed thirteen loans and properties with an aggregate value of approximately \$95 million

1983 to Independent Consulting Services

1987

Imperial Bank - six month engagement on analysis and offer for a proposed acquisition of \$60 million in REO and mortgage loans from a savings and loan in receivership. Research into the saving and loan industry for a possible future acquisition.

Glendale Federal - Three month engagement reviewing and valuing REO and substandard mortgage loans in connection with the acquisition of two savings and loans in the state of Washington.

Bell Savings & Loan - twenty month contract to implement business plans and review workout and disposition proposals on \$700 million in problem real estate loans.

Transworld Entertainment Inc. - ten month engagement to organize and implement accounting procedures and establish banking relationships for a start-up movie video distribution company. Assignment was requested by the major investor.

Westwood Savings & Loan - two month contract to review operations and future business plan of American Adventures Inc., a membership campground company, in connection with a \$17 million subordinated debt transaction.

Imperial Bank - four month engagement reviewing and valuing \$80 million in apartments in an attempted leveraged buy-out of a public real estate investment trust.

Public Storage Inc. - Six month contract evaluating operations of Days Inn Inc., a hotel/motel chain in connection with an acquisition proposal.

California Real Estate Trust - ten month engagement to value assets requested by holders of convertible Debt.

1980 First City Properties, Inc.

1982

Management and financing of real estate development joint ventures for a public real estate company.

Public Service

Speaker on workout and resolution of problem real estate loans

California Certified Public Accountants Foundation

California League of Savings Institutions

The Bank Lending Institute

Hotel Industry Investment Conference

Federal Deposit Insurance Corporation - Regional Training Seminar

University of California, Los Angeles (UCLA) - Annual Real Estate Forecast

Other Items:

Former trustee of Sierra Nevada College

Former Rotarian

Susan A. Herron

From: JAMES NOVACK <novack77@aol.com>
Sent: Sunday, July 30, 2023 10:20 AM
To: Susan A. Herron
Subject: Letter of interest regarding the Capital/Investment Committee. Resume in separate email

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Letter of interest regarding the Capital/Investment Committee.

To whom it may concern;

I am interested in serving on this committee, currently I serve as a board member of three HOA's located in Incline Village. Secondly I have served as both President and board member of my private equity county club in Southern California. In those roles I have been involved in many capital projects, with multi million dollar budgets. Each of the Nevada based HOA's requires a reserve study completed every five years, I am very familiar with how those studies work and are to be used. Additionally my background in finance and insurance will serve well as large capital projects require significant financial planning.

I understand that committees and its members are to abide by all rules and instructions given by the committee chair.

Sincerely

James Novack

933 NorthWood Blvd #14

Incline Village, NV 89451

Mobile # 818-519-8552

•

Sent from my iPad

Susan A. Herron

From: JAMES NOVACK <novack77@aol.com>
Sent: Sunday, July 30, 2023 10:21 AM
To: Susan A. Herron
Subject: Resume James A Novack

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Resume James A Novack

Education

Indiana State University BS degree 1973
American College CLU designation 1977
American College ChFC designation 1981

Work History

Prudential Financial 1974 till 2003

Started as a sales representative in 1974 and retired as Sr VP investments in 2003.

My career was mainly in the area of management of divisions of the firm, while always being responsible for bottom line results, my tenure included roles as leader of our Western operations, which included operations from Minnesota to Hawaii, and over 10,000 employees with multi million dollar budgets.

Upon retirement from Prudential Financial in 2003 I worked as both a consultant and senior officer for Citigroup, and Genworth Financial 2004 till 2012.

I retired from working for others in 2012, since then, as noted in my letter I have served on multiple HOA boards, consult for a top 100 financial services company, own and operate my own property management LLC and serve on my family's property management companies board of directors for our almost 500 unit apartment portfolio.

Sent from my iPad

Michael T. Lefrancois, P.E.
P.O. Box 5023, Incline Village, NV 89450
530-386-2772 mike.lefrancois@gmail.com

July 25, 2023

Susan Herron
Director of Administrator Services
Incline Village General Improvement District
893 Southwood Blvd
Incline Village, NV 89451

Dear Ms. Herron,

I am submitting this letter of interest and resume for the proposed Capital/Investment Committee. I have an extensive background in capital planning, design and construction and feel my expertise would be a value on this committee. Furthermore I have a history of serving on local committees and am familiar with the advisory role and Open Meeting Law. I have previously worked for IVGID and am familiar with the nuances of the District. My relevant professional experience is summarized in my attached resume. Thank you for your consideration. I look forward to your response.

Yours Respectfully,

Michael LeFrancois

Michael Lefrancois, P.E.

Michael T. Lefrancois, P.E.

PO Box 5023, Incline Village, NV 89451 * 530-386-2772 mike.lefrancois@gmail.com

Licensure:

- Nevada Civil Engineer #20115
- California Civil Engineer #64162

Education:

B.S. Civil Engineering
University of Vermont

Employment:

- 2021-2023
NCE
Senior Engineer
- 2020-2021
Sole Proprietor
- 2012-2020
Incline Village GID
Senior Engineer
- 2000-2011
Gary Davis Group
Project Engineer

Training/Skills

- LEED/Green building
- Pavement management
- Trenchless pipeline technologies
- AutoCAD
- Hydraulic Modeling
- ArcGIS

Committees/Community:

- Incline Village/Crystal Bay Citizens Advisory Board 2018-2021
- North Tahoe Regional Advisory Council 2010-2012
- North Tahoe Business Association – Design Committee 2008-2012
- Tahoe Truckee Engineers Association 2005-2012

Representative Experience

22 years of Lake Tahoe area project experience in Public and Private sectors with design, engineering, environmental processing, permitting, estimating, bidding and construction oversight. Successful project management of capital improvement projects for IVGID Community Services and Public Works including contract bidding conformance with NRS. Developed plans and reviewed work by others including technical reports, engineering designs, specifications, and construction document packages with consultant teams. Prepared Board memorandums and grant applications. Acted as a representative at meetings with State and local agencies.

Projects

- **IVGID Effluent Export Pipeline** – Administered \$500,000 non-destructive condition assessment contract for 6 miles of aging high-pressure steel treated effluent pipeline. Managed \$1.1M repair contract in State highway. Prepared supporting documents and represented the District for pipeline conflicts and construction support during construction of the East Shore Trail.
- **TMWA California Ave Water Main** - Served as NCE's technical lead during construction of this utilities relocation project in support of Reno Consolidated roadway improvements. Participated in construction meetings, responded to RFI's and advised junior staff on plan revisions.
- **IVGID Community Services Projects** - Successfully managed various capital projects district-wide including proposals at the beaches, golf courses, ski area, ballfields and parks. Defined project scopes and prepared construction cost and operational cost estimates. Managed customer service impacts. Prepared and executed pavement management program. Projects included golf cart path systems, park safety, ballfield renovations, clubhouse renovations, swimming pools, backflow improvements and general ADA evaluations and TRPA permitting. Additionally provided supporting documents for Ski Area Master Plan, Federal Lands bills and administration offices evaluations.
- **Incline Village Condominiums** - Serving as NCE's project manager for this 40-unit development. Prepared and administered design scope, fee and budget and coordinating ongoing efforts for design and agency permitting.

- **IVGID Water Main Replacement CIP** - Managed scope, design, permitting, bidding and execution of several water main replacement contracts totaling \$5.4M and 21,000 linear feet. Work included CIPP evaluation, pipe bursting, boring and sliplining with fusible PVC and HDPE. Represented District as engineer, community liaison and managed third-party inspection. Provided supporting documents for Federal Fire Flow Enhancement Grant applications, NEPA and SHPO review.
- **Kings Beach Commercial Core Improvement Project** - served as a local representative in review of \$40M redesign of Kings Beach downtown corridor. Former council member of the North Tahoe Regional Advisory Committee and Chair of the North Tahoe Business Association Design Committee. Charged with creating community consensus on project alternatives. Supported Placer County moderator-led workshops and open houses.
- **IVGID Sewer Rehabilitation CIP** - As part of an ongoing capital project managed condition assessment and rehabilitation contracts for collection system mains and manholes. Prepared bidding documents and construction contracts for sewer bypass and rehabilitation with CIPP. Tracked deficiencies through Nexgen work order system and ArcGIS.
- **Truckee-Tahoe Airport District Administration Building** – Completed schematic design, design development and construction documents for this new facility at the Truckee-Tahoe Airport. Work included permit processing with local agencies. Work was successfully performed on a fast-track schedule in advance of local grading season limitations.
- **IVGID Water and Sewer pumping improvements** - As separate projects managed design and bidding of safety and reliability improvements replacing Motor Control Panels, VFDs and related controls at IVGID's only water treatment plant and our primary sewer pumping station. Assisted in design with Owner review and input from IVGID operators.
- **Sierra Nevada University, Incline Village, NV** – Prepared site civil drawings for master plan facilities including the Prim Library and the LEED Platinum - Tahoe Center for Environmental Sciences. Work entailed interactive coordination with building design teams and client representatives and construction phase support, inspection and documentation. Designed water/sewer infrastructure to serve future facilities including fire protection backflow device. Averted construction schedule setbacks with successful implementation of a dewatering system designed to mitigate the discharge of excessive groundwater intercepted during excavation. Conducted processing with IVGID, Tahoe Regional Planning Agency (TRPA) and Washoe County approvals as well as provided LEED documentation related to our work.
- **Tahoe City Marina Improvements** – Acting as the property owner's representative collaborated with multiple design teams on several concurrent master plan projects including a parking garage, TCPUD pump station, marina expansion, multipurpose trail, and stormwater BMP retrofitting. Work included alternative studies, cost tracking and outside agency permitting. Prepared planning and environmental review documents. Successfully negotiated a cost-reducing stormwater treatment strategy with the Tahoe Regional Planning Agency (TRPA). Prepared construction documents for related improvements including water mains, fire protection, forced main sewer, stormwater pump station, grading, drainage, parking, circulation and erosion controls.

August 1, 2023

Susan Herron
Director of Administrative Services
Incline Village General Improvement District
893 Southwood Boulevard
Incline Village, Nevada 89451
sah@ivgid.org

RE: Capital/Investment Committee

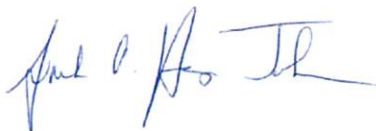
Dear Ms. Herron,

I'm writing to express my interest in the Incline Village General Improvement District (IVGID) Capital/Investment Committee. I believe you will find my attached resume contains the relevant professional background and experience that you are seeking in committee members.

I'm a full-time 10-year resident of Incline and enjoy raising my family in this community. I welcome the opportunity to offer my expertise in support of the Board's priorities and in alignment with the District's Strategic Plan.

I look forward to exploring this opportunity.

Regards,

A handwritten signature in blue ink, appearing to read "Sarah Hussong Johnson".

Sarah Hussong Johnson, P.E.
510.912.8549
hussongjohnson@gmail.com

SARAH HUSSONG JOHNSON, P.E.

P.O. Box 5485 • Incline Village, Nevada 89450 • 510-912-8549 • hussongjohnson@gmail.com

SUMMARY OF QUALIFICATIONS

Ms. Hussong Johnson has over twenty-three years of professional experience in the development and implementation of civil engineering projects; specialized in the design, construction, and management of municipal infrastructure improvements.

EXPERIENCE

Tahoe City Public Utility District

Tahoe City, California

Associate Civil Engineer to Senior Civil Engineer (2014 – present)

- manage complete life-cycle public works infrastructure projects from budgeting, planning, design, public bidding and construction for water, sewer, and recreation including a \$25-million surface water treatment plant
- provide written and oral reports to the Board of Directors and the public
- negotiate and secure project entitlements including easements and permits
- secure and manage state and federal funding

City of South Lake Tahoe

South Lake Tahoe, California

City Engineer/Director of Engineering (2011 – 2014)

- managed a \$11-million annual capital budget
- managed a \$1-million annual operating budget with a staff of five
- provided written and oral reports to City Council
- managed \$30-million in federal and state grants
- planned, budgeted and implemented the City's Capital Improvement Program (CIP)
- envision and oversee the formation of special financing districts for public works projects

Associate Civil Engineer (2006 – 2011)

- prepared project scopes and requests for proposal
- managed engineering design consultant agreements
- prepared project design drawings and specifications
- administered and awarded public works bids
- provided construction inspection and testing
- prepared grant applications and administered funding

Geomatrix Consultants

Oakland, California

Staff to Project Engineer (2000 – 2006) field engineer to design engineer to design manager leading teams of engineers and technicians to design and construct remediation systems for contaminated soil and groundwater

- client management
- prepared project proposals, scopes and budgets
- prepared design drawings and specifications
- managed project life-cycle including design, permitting, contractor procurement, construction oversight, system start-up and operation/maintenance
- provided engineering oversight during construction

SARAH HUSSONG JOHNSON, P.E.

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EDUCATION

The University of Michigan

Bachelor of Science in Civil & Environmental Engineering

Ann Arbor, Michigan

April 2000

CERTIFICATIONS AND ORGANIZATIONS

- Registered Professional Civil Engineer, California, C67853 (2005)
- Member, American Society of Civil Engineers (ASCE)

Chris Heuer
930 Tahoe Blvd, #802-488
Incline Village, NV 89451
chris@teamflow.institute

August 1, 2023

Susan Herron, Director of Administrative Services
Incline Village General Improvement District Board of Trustees
893 Southwood Boulevard
Incline Village, Nevada 89451
Sent via email: sah@ivgid.org

Dear Ms. Herron and Members of the Board,

I am writing to express my strong interest in serving as an At-Large Member on the Capital/Investment Committee for the Incline Village General Improvement District Board of Trustees. With over 25 years of experience as an entrepreneur, business strategist, and community builder, I am confident I can provide immense value to the committee and the community.

Since graduating from American University with an interdisciplinary degree in Communications, Law, Economics, and Government, I have worked extensively with local governments, chambers of commerce, and community organizations to help drive digital transformation, build online communities, and boost civic engagement. This includes early-stage work developing digital initiatives for the City of Miami Beach, the City of Miami, Knight-Ridder, and consulting with multiple chambers of commerce.

As an entrepreneur, I understand financial analysis and oversight, having made prudent investments and strategic decisions to grow companies from the ground up. My experience launching ecommerce for the U.S. Mint exemplifies this, as I managed web initiatives and grew online sales from \$0 to over \$1.6 million per week. While there, I also launched one of the first opt-in email marketing programs for the federal government, which led to us selling out 40% of our skus on launch.

Furthermore, as founder of the global non-profit Social Media Club, I leveraged my community building expertise to establish 350 chapters worldwide focused on education, best practices, and ethical use of social technologies. I've seen civic development initiatives globally, and have learned from them to create a deeper understanding of a wide array of common civic issues we universally and uniquely face.

Finally, my experience as a Specialist Leader in Social Business at Deloitte Consulting and standing up Deloitte Digital as a top global agency provided me with even greater insights on government operations and public private partnerships. While at Deloitte, I worked with some of

the largest retailers, financial institutions, automotive manufacturers, government agencies, social networks, non-profits, and technology companies. Arising from this work, I served on the national advisory board for the American Heart Association, represented Deloitte on IBM's Social Business Council, and became an IBM futurist.

My work with these organizations has allowed me to understand the importance of clear communication, transparency, and collaboration in achieving shared goals. With my diverse professional background and longtime commitment to community service, I am confident I can provide valuable perspective and oversight to ensure projects and investments align with IVGID's strategic needs and the interests of our community members to deliver maximum value and create momentum towards our most pressing objectives.

It would be an honor to serve on this committee and lend my experience toward thoughtful stewardship of public resources.

I welcome the opportunity to discuss my qualifications further and am happy to provide any additional information needed. Thank you for your consideration.

Sincerely,
Chris Heuer

Chris Heuer

Email: chris@teamflow.institute | Phone: 408-834-0884

LinkedIn: <https://www.linkedin.com/in/chrisheuer/>

Summary

Results-driven entrepreneur, strategist, and startup advisor with over 30 years of experience in business strategy, financial management, and project leadership. Skilled at evaluating investment proposals, providing constructive input, and ensuring financial transparency. Brings a track record of success driving growth, innovation, and strategic initiatives.

Skills

Entrepreneurship, Strategic Planning, Financial Analysis, Project Management, Leadership, Innovation, Collaboration, Stakeholder Engagement

Experience

Managing Director, Team Flow Institute (2023 - Present)

- Launched a new organization focused on team dynamics, culture, and performance to fill an unmet need in the marketplace.
- Spearheaded development of new framework and certification for Team Flow Facilitators.

Entrepreneur in Residence, Queensland University of Technology, Australia (2019)

- Lead an accelerator program in the creative enterprises, advising and supporting a class of diverse entrepreneurs.

Founder, AdHocnium (2013 - Present)

- Founded and scaled a consulting firm providing business strategy and innovation services to startups and enterprises.
- Advised dozens of startups, serving as a lead mentor in Google Launchpad Accelerator.

Global Chairman, Social Media Club (2006 - 2013)

- Co-founded and scaled global non-profit organization with 350 chapters worldwide.
- Organized conferences and events focused on social media education and best practices.

Chief, eBusiness, U.S. Mint (1999)

- Led eCommerce strategy and systems implementation, increasing online sales from \$0 to \$1.6M per week.
- Co-produced web initiatives including H.I.P. Pocket Change program engaging youth.

Education

American University, BA Communications, Legal Institutions, Economics, & Government
(1987-1991)

Projects

Social Media Strategy, American Heart Association (2011 - 2013)

- Developed and executed comprehensive social media strategy and digital transformation plan
- Provided strategic consulting on new programs, operations, and relationship development

Global Launch of Enterprise Social Network, Deloitte (2011 - 2013)

- Led social business strategy, marketing, communications, and training for global rollout
- Managed change management and adoption for 180,000+ employees

Recommendations

"Chris has a great mind for thinking about traditional collaboration challenges with a new and fresh perspective. His background in social technologies provides an innovative and forward-thinking perspective on age-old business problems." - Nate Nash, Co-Founder GovTribe

"I enjoyed working with Chris, his insights, his thought provoking ideas and especially his way of working with me. I recommend Chris for anybody who wants to put their social on the front burner of strategy." - Robert Schmid, Executive Leader

"Chris is one of the most creative and resourceful people you will meet in the communications industry. The work he is doing at Social Media Club is fresh, original and truly valuable." - Gio Rodriguez, Media Strategist