

Elyse Gut

To be included as part of the board material.

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**From:** Elyse Gut <[elyse.gut@gmail.com](mailto:elyse.gut@gmail.com)>

**Sent:** Friday, September 15, 2023 3:42 PM

**To:** Michaela Tonking

**Subject:** Golf Advisory Committee

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

Hi Michaela:

Thank you for making this a bit easier for all of us!

## Questions to be asked of the Golf Committee Candidates

1. What do you see as the role of the Golf Committee?
  - Working together with the current golf staff in problem solving as needed; listening to the community as a whole if as it pertains to concerns about our golf courses, golf clubs, and
  - special groups; working to allow the golf pros and staff to freely practice their expertise in doing what they were hired to do, while offering strategic support as needed.
2. Why do you want to serve on the golf committee?
  - Golf is one of the most precious amenities this village has to offer. It seems to be under attack. I'd like to do what I can to protect the rights of golfers (whether club members or non club members) and preserve the popularity of the game of golf, as well as the 2 beautiful courses that Incline has. I am a very proud member of the Mountain Niners, am very grateful to the 2 founders of the club and am in awe of how strong our membership is. I believe it's important to have a voice, especially for the Mountain Course.
3. Have you ever served on a committee at any golf course before?
  - Yes, I served on the GM's Golf Advisory committee 2 years ago. It had a great group of leaders from each golf club as well as several at-large members who enjoy our golf courses on a regular basis. The Committee worked extremely well together with staff and was very successful in reaching its goals at the time.

4. What are your top priorities for the Golf Venues?
  - Allowing the golf pros and staff to do what they do best while learning from them.
  - Offering a friendly, well maintained and safe place for golfers to enjoy the game.
  - Offering a fair price to residents and competitive pricing for visitors.
  
5. How do work to build consensus?
  - First, listen. Listen to opinions of others. Recognize they're entitled to their opinions. Ask in return to be heard and respected.
  - Second, I'm a fan of brainstorming. I always feel creative thinking by more than one person yields the best solutions.
  - Third, respect what others have built. While change may be healthy, fixing what is not broken, in my opinion, is not healthy.
  
6. Tell us about any budgeting experience you may have.
  - I currently do the budget for the Mountain Niners and have for the last 7 years. I was also responsible for a million dollar budget for a Human Resource Conference and Expo I managed in Dallas.
  
7. Tell us about any golf operations experience you may have.
  - I don't have golf operations experience as it relates to physically working on a golf course. I do the scheduling and event planning for the Niners. I work closely with the pros to make sure we are respectful of the golf course, pace of play, and all those who play on the course.

Thank you for the opportunity to serve.

Sincerely,  
Elyse

**Frank Wright**

Here is Franks to be included as material - There will be one more email from Elyse and the others I will share as attachments in one email. I wanted to make sure the e-mail ones were untouched

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**From:** Frank Wright <[alpinesportss@gmail.com](mailto:alpinesportss@gmail.com)>

**Sent:** Friday, September 15, 2023 2:35 PM

**To:** Michaela Tonking

**Subject:** Re: Golf Committee Applications

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

Michaela,

Here are my responses to your questions:

1. My role as a golf committee member would entail that I work with the other members to understand evaluate and to make suggestions as to how we can improve the golf facilities in The Incline Village.

2. I would like to serve on the golf committee for many reasons: one being, I believe that they can be much more productive, and we can reduce the losses each year by trying to run the golf courses as a viable community amenity.

Two, I believe that the golf courses are for the residents who live here, and we need to maximize local usage.

3. I grew up in Southern California and I have played all over the country. I have run golf tournaments for the high school where I was a golf coach.

I have run and organized Calcutta golf tournaments. We raise thousands for local charities. I have served on our local golf advisory board.

4. My main goal for serving on the golf committee, is to help Incline's two golf courses to run as efficiently as possible. To make suggestions on how to cut the losses. At the same time maintaining the players golf experience.

5. Every member of the committee has experiences and a story to tell and it's important that we listen to each committee members suggestions and as a group, we analyze and evaluate and make suggestions as to how we can make the golf courses efficient.

Having served on the Ordinance 7 Committee for 15 months I am uniquely aware of the needs of our community, we need to draw from the talent of all our committee members.

6. Having run a home improvement business for 10 years and operating basketball camps for Incline Village Improvement Improvement district for 15 years. Also operating car, shows and auctions in Southern California. I have a a wealth of knowledge as to budgeting and avoiding cost overruns. Understanding and knowing how much you need to spend, what are your available resources, as well as your expenses. You have to be keenly aware of how to budget.

7. I have never owned or managed a golf course, but I grew up as a caddie at local country clubs. I have been a competitive player on an amateur circuit. I have played at some of the most exclusive courses in America and I have met some incredible golfers.

For five years, I was a starter at the Reno Tahoe Pga Golf Tournament.

Owning a retail store, I understand how to market merchandise which can't be much different than marketing golf merchandise.

8. In my lifetime, I have been a member of many golf clubs at different courses. I am not a member of any golf club in Incline Village, I was turned off when I attempted to join a golf club here by the selectivity, the secret society, and the exclusionary practices of the golf clubs. I mostly play at Montroux golf course as well as Dayton and Wolf Run.

Tee times are a problem in Incline!

I would like to see the two Incline golf courses become community courses again.

Harry N. Swenson

Harry N. Swenson's answers to questions provided by Trustee Tonking as part of the application process to become a member of the IGVID Golf Committee. Some of these answers will be shorter summaries of my resume and Letter of Interest previously submitted.

1. What do you see the role of the Golf Committee as?

I believe the role of the Golf Committee is to provide the Trustees with advice on the operations and performance of the Golf venues and recommendations on how to achieve the goals provided by the Trustees. I hope to bring understanding how our Golf Courses are endeavoring to fulfill its obligations to the District's Strategic and master plan including its effectiveness in its effect on the 5-year capital plan. This includes providing guidance and recommendations for how the golf courses can achieve financial transparency and sustainability for its diverse user base. I also wish to provide insight to the Trustees on the Golfer's perspective on policy considerations that are being developed by the trustees. I also believe the golf committee can provide a sounding board to the Director of Golf operations on policy and financial challenges that he is encountering.

2. Why do you want to serve on the golf committee?

I wish to serve on the golf committee to provide my personal and professional advice on how to ensure effective and efficient operations for our World Class golf venues. I believe over the past few years the golf courses have encountered challenges in serving the needs of its diverse user community. I wish to be an advocate for our IGVID golf users being cognizant of the multiple golf club members, individual IGVID golf users, as well as the visiting public. I wish to provide my experience and knowledge to assist in providing equitable and transparent access to the golf venue by its diverse users.

3. Have you ever served on a committee at any golf course before?

I have not served as official advisor on a golf committee before, but I was a long-term member of the Stanford University Golf Club and associated Men's Club providing insight into how a university manages their golf venues including a World-Class 18-hole golf course, club house grille, large practice and training areas. The experience as a Stanford Club member provided expertise and knowledge of the challenges for a university maintaining a golf course that had multiple types of users including Men's and Women's club members, students, university staff and Men's and Women's championship caliber student golf teams. This experience is relevant to the challenges that our golf courses encounter by their user base including IGVID residents, Golf Clubs, vacationing public and both golf club and outside tournaments.

4. What are your top priorities for the Golf Venues?

Become an effective liaison for the golf community and the trustees, including bringing information to the golfing community including rationale of proposed and existing policies and providing community perspective to the trustees including possible unintended consequences and community concerns. Provide effective communication to the trustees of the golf community desires and perspectives. Ensure to inform the golf community with accurate facts, not rumor, and background on proposed and existing policies. Influence proposed and existing policies that affect the golf community for the betterment of the whole IGVID community. Help improve the golf course management, build financial transparency for sustainable and effective growth of the venue's user community. Help inform and encourage the non-golf community to understand how they can take better advantage of the golfing venues.

5. How do work to build consensus?

As can be seen in my resume one of my positions was a senior scientist conducting and managing research to advance Air Traffic Management. A key approach for the development of research activities is to reach out and build advocacy from the users, suppliers, benefactors, and regulators of the Nation's Air Transportation system. Without this holistic community support no new large-scale research activity will get off the ground and existing ones can be challenged based on perceived weaknesses. During my career at NASA, I was instrumental in the development of three multi-year research activities in excess of a billion dollars and ended up in executive management positions in two of them.

6. Tell us about any budgeting experience you may have.

As a project manager and principal investigator of two of the research activities mentioned in the prior question, I had significant responsibility for the development, tracking, and review of multimillion-dollar research programs. This included the Virtual Airspace Modeling and Simulation project which was the first NASA aeronautics research project to be subjected to a full-cost accounting requirement which required significant education in both policy and effective accounting of both budgeting and active tracking of the taxpayer's funds. In my two NASA executive positions, my experience included running both a 100 million dollar 5-year project and the development and leadership of a 10-year 500-million-dollar program. These positions included not only technical and financial leadership but also included the preparation and briefing of numerous oversight senior NASA executives, including the NASA Associate Administrator of Aeronautics Research Mission Directorate as well as independent Government review and science committees including the National Academy of Science. During my NASA career I was awarded with 3 NASA medals for both my Technical and Management acumen along with dozens of other awards.

7. Tell us about any golf operations experience you may have.

Though I do not have official golf operations experience but as I indicated previously, I was a long-term member of the Stanford University Golf Club and associated Men's Club providing insight into how a university manages their golf venues. Stanford's golf venues included a World-Class 18-hole golf course, club house grille, pro-shop, large practice, and training areas. The experience as a Stanford Club member provided expertise and knowledge of the challenges for a university maintaining a golf course. This included multiple types of users including men's and women club members, students, university staff, alumni and Men's and Women's championship caliber student golf teams. I believe this is very relevant to the challenges that our golf courses encounter by their user base including IGVID residents, Golf Clubs, vacationing public and both golf club and outside tournaments.

8. Are you a member of a golf club? If so, which one?

I am an avid golfer and a long-time user of both the Champion and Mountain courses. I fully retired about a year and a half ago which has allowed me the opportunity to utilize the golf venues several times a week during the golf season. I joined the Tahoe Incline Golf Club (TIGC) this season. My wife recently joined the Mountain Niners after her retirement, about two golf seasons ago. This experience provides a unique view of the IV golf community as both an individual user as well as a new member of one of the IV golf clubs. At the end of this golf season, I was requested and accepted to join the TIGC board, where I am currently the board secretary.



Jay Simon

Jay Simon

1. What do you see the role of the Golf Committee as?

First, I want to make it clear that in my opinion golf course operations are not at all broken. To the contrary, my view is they are well run, operations to the general public run smoothly, course conditions are excellent and, most of all, customer service from Darren down to the gang that cleans the carts is top notch. I think you can be proud of how the golf courses represent Incline Village. That said, I do believe there are areas for improvement.

The Golf Committee needs to narrow down the scope of this project to a manageable number of initiatives. The proposed objectives in the job posting are overly broad. I think the committee needs to look at things with a focus on golf course customers and with total transparency. In that light I'd like to seek public comments/suggestions to an email address the committee has access to. Last, I think one of the major goals of this committee needs to be to lift any clouds of uncertainty over the golf courses. While I believe some good decisions were made earlier this year by the Board of Trustees, the process dragged out far too long and generated significant negativity from the golfing community. The new Golf Committee needs to bridge the divide between the golf community and the Board of Trustees.

2. Why do you want to serve on the golf committee?

Playing the Championship Golf Course is my main activity when we are in Incline Village. The golf course is where most of our friendships and social activities originate. The golf course was one of the main reasons we decided to buy a home here about 10 years ago. I have a vested interest in seeing that the golf courses are successful and what we have now is improved upon, but not broken.

3. Have you ever served on a committee at any golf course before?

I was on the Board of Directors at my country club in Madison Wisconsin for 3 years. I led the search for a new head golf professional and reviewed monthly financials. After moving to Scottsdale, I was a member of the Golf Advisory Committee at Troon North Golf Club for several years. My role was to represent the members in interactions with the golf club.

4. What are your top priorities for the Golf Venues?

As I said, the Golf Venues are not broken and my priority is to recommend ideas that improve customer satisfaction, golf course operations and fiscal management.

5. How do you work to build consensus?

First, I believe it is okay to disagree. It is not okay to be disagreeable without any facts. Over the years of running a CPA firm including several mergers and acquisitions, I found consensus generally came with being the most prepared person in the room and treating people as equals with respect.

A few Boards I was on over the years wanted all decisions to be unanimous so it looked united to the public. I personally think that is a terrible idea and stifles free thought and opinions.

6. Tell us about any budgeting experience you may have.

We did extensive and complex budgeting at Baker Tilly; by person, by industry group, by office and then rolled it all up to a master budget. I also helped various clients over the years with budgeting.

Jay Simon

7. Tell us about any golf operations experience you may have.

I never worked at a golf course, but I had club pros as clients and was involved in things like; buying/leasing carts, payroll for club staff, pro shop operations, accounting for range and club storage revenues and general business consulting assistance.

8. Are you a member of a golf club? If so, which one?

I became a member of IVGC the end of last summer. Prior to that, I was with TIGC from 2016-2022. I was on the Board of TIGC from 2018-2020 and was President in 2020. I moved to IVGC for more social activities, especially for my wife. I have been playing the Championship Golf Course for 40 years, so I was not a member of a club for a lot more years than a member. I believe I'm in a unique position to see golf in Incline Village from all angles. If selected to the Committee, I represent myself and not any club or outside group.

**John E. Johnson**

# **JOHN E. JOHNSON, CFA**

PO Box 3087  
Incline Village, Nevada 89450  
john@johnejohnson.com

September 18, 2023

Trustees  
Incline Village General Improvement District

RE: Answers to Golf Committee questions

Trustees:

Below are my answers to the questions for the golf committee applicants. Just as I have been available to meet with you at the three previously scheduled dates, I would welcome any questions that you have.

## **1. What do you see the role of the Golf Committee as?**

- To provide advice and recommendations to you, the trustees, on the golf operations.
- To evaluate the golf operations and to make recommendations for improvements so that the operations are sustainable and available to all golfers.

## **2. Why do you want to serve on the golf committee?**

- As in my original letter to you, I want to serve on the golf committee because I want to help ensure that the golf in Incline Village is as good as it can be for all golfers, that the courses remain accessible to all and that the operations are financially stable.
- I see the golf courses, along with the other recreation facilities in Incline, as very valuable assets. I use these facilities and I want them to be here and well cared for.
- I am an avid golfer. I have played golf throughout the United States and in Scotland.
- I have an advanced certificate in the rules of golf from the United States Golf Association (USGA). I volunteer as a golf rules official with the Northern Nevada Golf Association (NNGA), the Southern Nevada Golf Association (SNGA) and the American Junior Golf Association (AJGA). While golf rules would not be a part of this committee, I can be a resource for the community and the golf clubs on the rules.
- While I am an avid golfer and I have a good understanding of the rules, my first priority is that golf is fun and a great way to get outside.

**3. Have you ever served on a committee at any golf course before?**

- Yes, I have. Before moving to Incline Village, I was a member of the Micke Grove Men's Golf Club in Lodi, California for 25 years including two years on the board of directors and one as handicap chairman.

**4. What are your top priorities for the Golf Venues?**

- That they are financially stable.
- That the golf is as good as it can be for all.
- That the courses are accessible to all Incline residents.
- That all residents are treated equally when it comes to access to the courses and to fees.
- That non-residents have a quality experience for the price paid.

**5. How do work to build consensus?**

- First you have to listen. If you cannot hear what people are saying, you cannot appreciate their position.
- Communicate clearly.
- You must be open to change and to changing your position,
- I believe that it is best to work from the outside or extreme positions toward the middle.

**6. Tell us about any budgeting experience you may have.**

- Every day in my job, I assist clients in developing budgets and projections and I evaluate budgets that have been prepared by others.
- I was an original appointee to the City of Lodi's Budget and Finance Committee, serving for several years including as the original chairman. This committee reported to and made recommendation to the Lodi City Council on all budget related items. So, I am very familiar with working on a committee that reports to a governing body and with how budgets come together.

**7. Tell us about any golf operations experience you may have.**

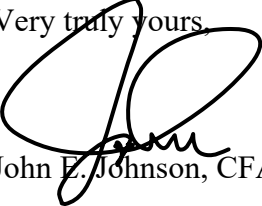
- I have no direct golf operations experience.

**8. Are you a member of a golf club? If so, which one?**

- I am not a member of a golf club.

Thank you for this opportunity. Should you have any questions, please call me at (775) 325-1411.

Very truly yours,



John E. Johnson, CFA

**Judith Miller**



**Golf advisory committee questionnaire – Responses from Judith Miller  
9/18/23**

**Role of the committee**

The role is pretty clearly stated in the announcement – to assist the Board in moving initiatives forward. The scope, as described, is very broad and covers “all aspects” of the golf operations. The Board will provide direction, hopefully after a scientific survey of our community covering all our recreation amenities as was discussed during the August 30, 2023 Board meeting, Moss Adams report. A survey will help us determine priorities/initiatives that are most important to both the golfers and to the community as a whole. The Golf Committee’s role will then be to formulate “community focused” recommendations to achieve those priorities.

The committee needs to be representative of all local golfers, not just club members. We have heard from non-club members on the scarcity of prime tee times. There are also concerns about the ever-growing costs. We have experienced unprecedented inflationary pressures over the past few years. All of our venues are feeling the impact of increased costs of goods and services, capital improvements and employee compensation. It’s anticipated that the Diamond Peak will be requiring considerable capital expenditures over the next few years to improve the Ski Way access and replace the Snowflake Lodge. Ski “profits” will evaporate in light of these long-delayed capital projects. We need a longer-term strategy to finance whatever projects align with community needs and desires. The announcement discusses the committee’s goal to ensure sustainability.

**Why do you want to serve on the golf committee?**

Our 5-member Board has an enormous task in overseeing the business of the District. Since I have been asking for years that the Board seek out community members who are ready and able to assist, it would have been disingenuous of me not to volunteer.

I feel my strengths are in my experience with and understanding of government (as opposed to private sector) enterprises and accounting (I was the IT manager for a large municipally owned airport) including budget responsibilities and in my experience and participation in several IVGID committees.

I do enjoy golf, and was a former member of the Mountain Niners. I believe “independent” golfers, like myself, need to be part of this committee. Our community is changing and not all of our new residents have the flexibility to play on golf club schedules.

**Have you ever served on a committee at any golf course before?**

No. However, I have served on several other IVGID committees, namely the Dog Park Committee, and the Diamond Peak Master Plan Steering Committee, as well as the Incline Village CAB, so I am more familiar than most with IVGID’s finances, TRPA regulations and Washoe County building/planning processes and codes.

**What are your top priorities for the Golf Venues?**

# Golf advisory committee questionnaire – Responses from Judith Miller

## 9/18/23

Affordability and sustainability are my top priorities. Like all local players, I hope we can keep the green fees affordable. Before we can tackle these issues, we need to have more accurate and detailed financial reporting (not just for golf, but for all venues supported by the Facility Fees). Then we can look for opportunities to reduce costs/increase revenues without increasing resident/property owner green fees or the need for subsidies.

We will need community input before we make any recommendations on priorities for new initiatives. As noted above, I believe a survey of property owners and residents is essential, again, not just for golf, but for each venue. I have recent experience formulating survey questions and summarizing results. Once a community survey has been compiled, we will have a better understanding of what the community values most and their desired level of financial support. At that point we will work at the pleasure of the Board to come up with options/recommendations.

### How do work to build consensus?

This is a great AI question because it’s the most difficult to answer. If we had a committee where everyone felt the same, it would be easy (and there’d be no need for a committee). I am hopeful that since these meetings will be open to the public, unlike former GM committees, there will be less skepticism, and more openness. Egos need to be “left at the door”. The ability to not take ourselves too seriously is a must. The committee can set the tone, share ideas and treat each other with respect. There’s no doubt we are in consensus that IV/CB is one of the most wonderful places on earth to live. Let’s build on that.

### Tell us about any budgeting experience you may have.

As part of the senior management team of a large bay area airport, a government enterprise fund, I developed the IT budget across all its divisions. Additionally, as president of a large local non-profit, I worked with my fellow board members on operating and scholarship fund budgets. And, as I am sure you Board members are aware, I have carefully followed IVGID’s budget process for many years. I am looking forward to a more reasonable distribution of central services costs than the current methodology provides.

### Tell us about any golf operations experience you may have.



Although I don’t have specific experience in golf operations, for many years I owned/operated equipment (30Hp Kubota) with mower/scrapper/loader/sprayer attachments on hilly terrain. That experience has made me keenly aware of the importance of investing in reliable, well-maintained equipment to keep our employees safe and our courses in great shape. Rolling stock (tractors, mowers, etc.) needed for golf course maintenance has often been the largest component of the golf CIP.

### Are you a member of a golf club? If so, which one?

I am not a current member of a club. However, I am a member of NCGA.

**Polly Wolfe**

Here are my answers- polly

Sent from my iPhone

Begin forwarded message:

**From:** Polly Wolfe <[pollywolfe@icloud.com](mailto:pollywolfe@icloud.com)>

**Date:** August 8, 2023 at 3:46:58 PM PDT

**To:** Tulloch Ray <[tulloch\\_trustee@ivgid.org](mailto:tulloch_trustee@ivgid.org)>, Schmitz Sara <[schmitz\\_trustee@ivgid.org](mailto:schmitz_trustee@ivgid.org)>, Dent Matthew <[dent\\_trustee@ivgid.org](mailto:dent_trustee@ivgid.org)>

**Subject:** GAC

Trustees,

As you know I will be out of town Wednesday evening. I have asked both Dave and Michaela- especially Michaela- how to handle this. The suggestion was to answer the 7 questions which I'm happy to do. I would prefer to talk to you but will leave that up to you three.

1. The role of the GAC is to provide guidance and recommendations to the board since none of the trustees golf! Trustees can't make informed decisions if they don't listen to the golfers. And I hope this committee is taken seriously and not as a means to smooth ruffled feathers.
2. I have golfed with 3 different groups over the years here in town . I believe I have a pretty good idea how they function and feel.
3. I have served on various committee's with IVGC Ladies group- Tuesday play day chair, secretary of that board. I was one of the originating members of the Mountain Niners. As a couple my husband and I have planned events for IVGC which included working with both the golf staff and food and beverage.
4. The golf venues are here for the town- and priority should always be given to them. While I enjoy our visitors, and appreciate their spending their disposable income here in Incline, those courses are for the residents first.
5. Building consensus takes a tremendous amount of give and take and doing what's right for the majority. It cannot work if one small group overrides the larger consensus.
6. My budgeting experience is limited, but I have no problem going to experts, former CFO's, for explanations.
7. With Mountain Niners and IVGC Ladies, I have planned events that include food and beverage and golf staff.

I very much would like to be a part of this group. Thank you.

Polly Wolfe

Sent from my iPhone

**Rob Watson**

## Answers to the questions of Michaela Tonking for the Golf Committee Applicants

### 1. What do you see the role of the Golf Committee as?

I see the role of this committee to advise the IVGID board on how to operate the golf venues of Incline Village to maximize the benefit of these assets for our community. The Golf Committee will also contribute to the 5 year strategic plan for the golf venue assets of Incline Village in the areas of Budgeting, Operations and Capital Improvements.

### 2. Why do you want to serve on the golf committee?

I want to offer up my experience to improve the golf venues in this community because I reside here and love this area. I have extensive executive management experience in operations as well as strategic planning in the private sector. After retiring in 2012 I volunteered my service in the area of golf when asked by a then member owned golf country club to serve on its board. I served for about 7 years eventually becoming the President of the Board overseeing the GM of the Country Club as well as leading the 7 member board. I gained extensive golf operations experience at a time when the golf industry was struggling (2012-2018). I believe my experience can be an asset to the IVGID board.

### 3. Have you ever served on a committee at any golf course before?

Yes I have served on a golf membership committee, golf greens committee, strategic planning committee and eventually President of a Private Country Club Board in Palm Desert California.

### 4. What are your top priorities for the Golf Venues?

First I would delve into the details of the golf venues by evaluating the operations, the financials, the aesthetics as well as the communities' desires for these venues. I would then work with the other golf committee members to develop recommendations to the IVGID board that would align with the 5 year strategic plan of our community. Based on my current observations which are very preliminary I see many opportunities to improve what I believe to be a core asset of this community. I live on the Championship Course and observe too many gaps of non-play. I have noticed dilapidated golf course paths. I believe the Chateau is underutilized, and I want to better understand how we could lose money on weddings at the golf venue.

### 5. How do you work to build consensus?

I have done this all my business life as I was trained out of college at Intel Corporation under the leadership of Andy Grove who wrote the book on win-win management. You build consensus through discussion and evaluation of facts of the current situation and align the discussion with the strategic plan and work to expose and eliminate any personal agendas.

6. Tell us about any budgeting experience you may have.

In my executive management experience as CEO of Vitamin Research Products Inc., a company I reorganized in Chapter 11, I reported budgets and actuals regularly to the Bankruptcy trustee. Upon successfully coming out of Chapter 11, I worked with my financial department to put annual and 5 year budgets together. When I retired, and volunteered at Bermuda Dunes CC eventually becoming President I worked with the GM and his staff to put together, review and approve budgets with our board of directors. In my current consulting roles for private companies I review and comment/approve budgets.

7. Tell us about any golf operations experience you may have.

I think the above comments show my golf operations experience I gained at Bermuda Dunes CC. In addition I have gained experience through the years of my avid golf career at the various golf clubs I have joined. I have knowledge in golf service area, golf greens/grass area working with golf superintendents, golf operations which included F&B, strategic planning, as well as golf shop merchandising/sales. In my role as President of Bermuda Dunes CC I evaluated out sourcing the management of our course due to the dire condition of our operations. This course was in a very competitive area during a down turn in the golf industry with an aging membership. I gained further golf experience during my evaluation of several golf management companies that I interviewed during this process.

8. Are you a member of a golf club? If so, which one?

Yes. I am a member of several clubs, which I think adds to my qualifications. I am currently a member of Incline Village Golf Club and was asked to join their board 2 years ago. I have 1 year left to serve on this board. I am also a member of the Tahoe Mountain Golf Club, Clear Creek Tahoe CC and Kohanaiki Country Club in Kona, HI.

**Steve Ross**



1. What do you see as the role of the Golf Committee?

To provide an in-depth evaluation of all golf operations as well as provide the trustees with a 5year plan that covers daily operations as well as capital improvements. The IVGID strategic plan does a good job of outlining the boards principles and has a list of initiatives that are mostly focused on data collection by the staff and how they are to report to the board of trustees. I believe the golf committee could develop a series of **goals** that would be prioritized by the board. There would be short term, intermediate term, and long term goals with action plans and timelines for their implementation. It is hard to win the game if you do not know where the goal is.

2. Why do you want to serve on the golf committee?

I am committed to the enhancement of our golf venues in a fiscally responsible manner. I want everyone who visits our courses to feel they cannot wait to return.

3. Have you ever served on a committee at any golf course before?

No.

4. What are your top priorities for the Golf Venues?

Maintaining a quality venue  
Value  
Fiscal responsibility

5. How do work to build consensus?

Listening  
Compromise  
Leadership

6. Tell us about any budgeting experience you may have.

As chairman of the UCI Orthopaedic department I was responsible for budgeting, billing, collections, as well as salaries and yearly bonuses.

I served on the board of directors of state and national medical organizations and was involved in developing 5 year plans that created priorities for the budgeting process. I served on the finance committee of a statewide organization for 10 years.

7. Tell us about any golf operations experience you may have.

None.

8. Are you a member of a golf club? If so, which one?

Yes, I am this years president of the Incline Village Golf Club. (IVGC)

Respectfully submitted:

Steven Ross  
714-348-7190

**Todd Wilson**

# Todd Wilson

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415-328-2346 | [ToddDWilson@gmail.com](mailto:ToddDWilson@gmail.com) | 697 Carson Ct, Incline Village, NV 89451

September 18, 2023

Michaela Tonking  
Incline Village Improvement District  
893 Southwood Blvd  
Incline Village NV 89451

Dear Michaela,

Attached please find responses to your questionnaire for the At Large Golf Committee role. Thank you for your consideration.

Best regards,

A handwritten signature in black ink that reads "Todd Wilson". The signature is written in a cursive style with a large initial 'T'.

Todd Wilson

## **1. What do you see as the role of the Golf Committee?**

The Incline courses represent a wonderful and very valuable asset to our community. I understand the role of the committee as evaluating and advising the Board of Trustees on ways to preserve, nurture and build on the success of the IVGID golf amenities. This includes, but is not limited to, customer experience excellence, operational efficiencies, sustainable business models for long term success, and ensuring accessibility across the community.

## **2. Why do you want to serve on the golf committee?**

My wife and I moved to Incline Village 7 years ago and it has quickly become our “forever” home. We have been active in our communities in the past and found that participation to be a great way to connect and to provide a form of giving back for the benefit of our community. We have become avid golfers, learned alongside other golfers in Incline both the thrills and sometimes frustrations of our community golf culture. I have a long career history of finding operational efficiencies while also improving quality and stakeholder satisfaction. Incline golf is not just about the utility of our golf courses, it is about nurturing the experience and protecting that culture for future generations. I’d love nothing more than to help support that effort. I work remotely from our home in Incline Village with a flexible schedule that fully supports serving on the committee.

## **3. Have you ever served on a committee at any golf course before?**

While I have served in similar capacities over many years – including a multinational not-for-profit, sports clubs, homeowners associations, and golf tournament fundraising events, this would be my first experience on a golf course committee. I do, however, believe many of these experiences, as well as my professional experience, translate well to serving on behalf of Incline Golf.

## **4. What are your top priorities for the Golf Venues?**

*Customer Experience* is paramount – continuing to ensure an exceptional experience that is welcoming, enjoyable, well-maintained, and efficient. *Course and facility maintenance and safety* are non-negotiable and essential to a successful experience. *Financial management* – both annual budgeting as well as capital investment – to guarantee long-term success. All else falls into the above categories: staff development, marketing and promotion, community engagement.

## **5. How do you work to build consensus?**

Lead by example with Patience, respect, and an open-minded approach to not always having the right answer. Active listening to fully understand and appreciate each point of view; identify common goals together – highlighting these goals can help bring people together and create unity; communicating clearly and trying to eliminate ambiguity, jargon, or any technical language that may be confusing; empathize by putting myself in the shoes of others to understand and acknowledge their feelings or concerns even if different from mine; and be flexible and adaptable. Ultimately, conflict arises – it’s natural and healthy - but that’s when it is especially important to have established trust, and to encourage and even celebrate feedback and differences. Finally, I would say have an unwavering support to the collective decisions made.

## **6. Tell us about any budgeting experience you may have.**

Extensive experience as an entrepreneur and executive leader. This has included startup funding and budgeting, M&A, mid-size corporate budgeting and planning, and large corporate budgeting responsibilities. My P&L responsibility has ranged from startup to \$100MM and capital investment responsibility for dozens of projects in the tens of millions and one in excess of \$90MM. My experience is not only on cost optimization but also revenue growth and improved value (customer satisfaction) as well. Using advanced analytics approaches, search engine optimization, price elasticity models, A/B

testing, and other methods, I have led several successful revenue growth initiatives in my career in multiple industries and geographies. Furthermore, I have been an integral part of teams where culture was paramount and success was measured by more than just the bottom line.

**7. Tell us about any golf operations experience you may have.**

I don't currently have any direct golf operations experience; however, I do have similar operational management experience in several areas that would translate well in a golf operations environment. This includes retail optimization (brick and mortar as well as ecommerce) and many years in the food and beverage industry.

**8. Are you a member of a golf club? If so, which one?**

I am not currently a member of a golf club and don't intend to join a club. I believe the Golf Committee would be best served by a well-rounded set of perspectives – members to represent golf clubs which are a vital component to the culture and success of our courses, but also members to represent the casual golfer perspective who has no current or former ties to clubs. This mix of views will lead to better problem-solving, improved market insights, more inclusivity and collaboration, enhanced problem-solving, and more innovation and creativity on behalf of our community.

**Katherine Holland**

## 1. What do you see as the role of the golf committee?

I see the role as Incline Village Golf committee as golfers, working together to achieve objectives of the board, the community, and the resident golfers. We would do this by developing short and long-term strategies and action plans to balance potentially multiple conflicting objectives. This would include addressing financial goals, establishing service level objectives, as well as differentiating fees and perhaps services for resident's vs non-residents. As a municipal golf course like all venues in Incline Village the primary mission should be to provide reasonably priced recreation for our local residents.

I also believe our role should be to help determine if or how we should deal with the vast differences between the mountain course and the championship course.

I believe it is essential to have committee membership be made-up exclusively with current golfers as we will have the best understanding of the practicality of any decisions/recommendations we make and the implications of the decisions. We would not need to spend time educating non-golfers as we tackle each topic. E.g., although I skied for over 20 years, and I love that we have Diamond Peak, I would not make a good candidate for a ski committee.

There are nearly 2500 municipal golf courses across the United States. This represents 15% of all golf courses and 21% of all public golf courses. I believe that there are many best practices at these courses that can provide valuable insight and potential alternatives to how we operate our golf courses today. Based on my own personal experience, playing public/municipal golf courses, and some preliminary research, I have several suggestions that I believe warrant consideration by the golf committee. We should also benchmark ourselves to our local competition, including pricing, offerings and service levels.

## 2. Why do you want to serve on the golf committee?

While I do not use all amenities, e.g. I no longer ski, I value and support having all of them. But I am an avid golfer. I thoroughly enjoy playing and I'm very proud of our golf courses and want to continue to see them be one of the most valuable assets of our village.

I served on the prior golf committee and thought I made some good contributions including being asked to represent the committee by making presentations to the board of trustees. I would like to make further contributions by being a member of this committee. You may be surprised to know that all members of the prior golf committee were supportive of some price increases.

I further believe I have some unique experiences that will be helpful to this committee. I have held very senior positions at some very large corporations. Early in my career, I distinguished myself by demonstrating strong analytical skills, to identify problem areas and then developing

and implementing recommendations for improvement. Over the years, I became best known as a 'turnaround & start-up specialist'. So, I was given positions of increasing responsibility to improve the financial and/or operating performance in many organizations.

While all my 'paid' positions were in the private sector, I have extensive experience in the public sector. As outlined in my resume, one of many different positions I held was as VP for IBM's Government business for North and South America, VP of Public Utilities, Media and Telecommunications in Asia Pacific and as VP and General Manager for both the Public and Private Healthcare industry worldwide.

I further served as one of fourteen people on Nevada Governor Gibbon's Sage Commission charged with addressing Nevada's Spending and Government Efficiency. I was also on the board of Governor Sandoval's Office of Economic Development. While there are many similarities between the private and public sector, there are some unique differences as well!

3. Have you ever served on a committee at any golf course before?

Yes, I served on the IVGID Golf Committee in 2021-2022.

I have also served on the board of the Incline Village Golf Club Ladies for 10 years, the board of Red Rock Country Club for 8 years, and Waynesborough Country Club for 4 years.

4. What are your top priorities for the Golf Venues?

To have golf courses that provide residents an enjoyable golfing experience at a reasonable price. To secondarily attract non-residents to play & enjoy our courses to help subsidize the expense of running two golf courses.

5. How do you work to build consensus?

LISTEN and respect the contributions and point of view of all members of the committee. Help develop pros & cons of recommendations and help everybody understand the practicality, operational impact, and implications of decisions/recommendations.

6. Tell us about any budgeting experience you may have.



I have nearly 40 years of experience developing, managing, and meeting budgets in large corporate jobs, small starts-ups, as well as small & medium non-profits ranging from tens of thousand dollars to multiple billion dollars.

7. Tell us about any golf operations experience you may have.

I have used several different golf management systems (Foretees, Golf Genius, Golf Mobile Network) to plan and manage tournaments and competitions. And understand the GHIN system to manage golfer's handicaps.

**Robert Riccitelli**

## Golf Committee Interview Questions

Robert Riccitelli  
950 Jennifer St.  
Incline Village, NV  
925-586-5635

### **1. What do you see the role of the Golf Committee as?**

As I understand it, the committee will be formed to assist the Board in identifying issues related to the IVGID Golf properties. The first step, understand the concerns/issues of all stakeholders; Resident Golfers, Non-Resident Golfers, Non-Golfing Residents, Golf Course employees, and the IVGID Board. We would then work with the stakeholders to develop solutions (process or other) which would address the issues.

### **2. Why do you want to serve on the Golf Committee?**

I am a full-time resident of Incline Village, avid (although average) golfer, and a member of the TIGC (Tahoe Incline Golf Club) Board (one of the local golf groups). I also have a lot of experience as a "local golfer" and a "visiting golfer". (prior to moving here full-time). I have had a home in Incline for over 17 years. I would like to give something back to this great community. Golf is an area where I feel I could help the Board understand and improve the golf experience. I also feel this is an important amenity that adds value to our town.

### **3. Have you ever served on a committee at any golf course before?**

Although I have not been on an official committee, I have been a member of Blackhawk Country Club, Danville CA for the past 24 years. I have reviewed the financials, voted on various issues, and observed how the club has evolved over the years. I have also played golf at many courses, both private and public, in the US and Europe (we lived in Austria and London for three years). I have a broad range of experience with a wide range of golf courses/clubs.

#### **4. What are your top priorities for the Golf Venues?**

The condition of the golf courses, pace of play, cost effectiveness, availability of tee times, good Customer Service, and equal treatment for all players (it is a public course).

#### **5. How do you work to build consensus?**

Most important, “understand before trying to be understood”. Listen and understand all points of view before trying to offer solutions. I worked in large Public Companies for over 40 years, most of that time in leadership positions. Every decision required consensus of many stakeholders. I also negotiated many large complex contracts over the years. I approach it with an open mind and try to make everyone equally happy/unhappy at the end. Everyone should feel they got something as well as gave something in the process.

#### **6. Tell us about any budgeting experience you may have?**

I managed spending and revenue budgets during my 40 plus years in business. This included spending budgets as large as \$100M, revenue targets of \$1B. I was a VP (or higher) level executive for 30 years. I built a budget and managed it each year. This involves a thoughtful approach which may need to be adjusted as conditions change during the budget cycle.

#### **7. Tell us about any golf operations experience you may have?**

As a member of the TIGC Board, I was responsible to organize tournaments at the Championship Course. This included working with the Pro Shop, using Golf Genius (Golf Software used by the Incline Golf Courses), and. Organizing the overall event.

#### **8. Are you a member of a golf club, if so which one?**

**I have been a member of Blackhawk Country Club in Danville, CA since 2000. I am also a member and Vice President of the local golf club, TIGC.**