



---

# NOTICE OF MEETING

---

The regular meeting of the Incline Village General Improvement District Board of Trustees will be held starting at 6:00 PM on May 25, 2023 in the Boardroom, 893 Southwood Boulevard, Incline Village, Nevada.

Public comment is allowed and the public is welcome to make their public comment via telephone (the telephone number will be posted to our website on the day of the meeting). The meeting will be available for viewing at <https://livestream.com/accounts/3411104>.

---

A. PLEDGE OF ALLEGIANCE\*

B. ROLL CALL OF TRUSTEES\*

C. INITIAL PUBLIC COMMENTS - *Unless otherwise determined, the time limit shall be three (3) minutes for each person wishing to make a public comment. Unless otherwise permitted by the Chair, no person shall be allowed to speak more than once on any single agenda item. Not to include comments on General Business items with scheduled public comment. The Board of Trustees may address matters brought up during public comment at the conclusion of the comment period but may not deliberate on any non-agendized item.*

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

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

E. REPORTS TO THE BOARD - Reports are intended to inform the Board and/or the public.

1. Fiscal Year 2022/2023 - 3rd Quarter Budget Update (Requesting Staff Member: Director of Finance Paul Navazio) – pages 6 - 56
2. Fiscal Year 2022/2023 - 3rd Quarter CIP Popular Status Report (Requesting Staff Member: Director of Finance Paul Navazio) – pages 57 - 65

F. CONSENT CALENDAR (for possible action)

1. **SUBJECT:** Review, discuss and possibly approve a Site Use License Agreement with NV Energy (Requesting Staff Member: Director of Public Works Brad Underwood) – pages 66 - 73

*Recommendation for Action:* Review, discuss and possibly approve a Site Use License Agreement with NV Energy for property at Diamond Peak Ski Resort, and authorize the General Manager to execute the agreement.

2. **SUBJECT:** Review, discuss and possibly approve a professional services agreement with DOWL LLC for water model services associated with the Watermain Replacement - Alder Avenue CIP# 2299WS1802 (Requesting Staff Member: Director of Public Works Brad Underwood) – pages 74 - 99

*Recommendation for Action:*

1. Approve the professional services contract with DOWL LLC for water model services associated with the Watermain Replacement - Alder Ave CIP#2299WS1802 project in the amount of \$7,000.
2. Authorize the Director of Public Works to execute the contract in substantially the form presented.

---

## Incline Village General Improvement District

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

893 Southwood Boulevard, Incline Village, Nevada 89451 • (775) 832-1100 • EMAIL: [info@ivgid.org](mailto:info@ivgid.org)

[www.yourtahoeplace.com](http://www.yourtahoeplace.com)

---

# NOTICE OF MEETING

Agenda for the Board Meeting of May 25, 2023 - Page 2

---

3. **SUBJECT:** Review, discuss and possibly approve a professional services agreement with DOWL LLC for the preparation of revised bidding documents associated with the Sewer Pump Station (SPS) #1 CIP#2599DI1703 project (Requesting Staff Member: Director of Public Works Brad Underwood) – pages 100 - 153

*Recommendation for Action:*

1. Review, discuss and possibly approve a professional services agreement with DOWL LLC, in an amount not to exceed \$42,303 for the preparation of revised bidding documents associated with the Sewer Pump Station (SPS) #1 CIP#2599DI1703 project.
2. Authorize Director of Public Works to execute the contract in substantially the form presented.

4. **SUBJECT:** Review, discuss and possibly approve the Purchase Order Agreement with Utility Services Assoc. for the Leak Detection Survey. (Requesting Staff Member: Director of Public Works Brad Underwood) – pages 154 - 160

*Recommendation for Action:*

1. Approve the purchase order agreement with Utility Services Associated for performing a leak detection survey for the amount of \$10,142.
2. Authorize the Director of Public Works to execute the contract in substantially the form presented.

5. **SUBJECT:** Review, discuss and possibly approve a purchase and professional service agreement for the replacement of the 1979 haul rope on Red Fox ski lift. 2022/2023 Capital Improvement Project: Fund; Community Services; Division: Ski; Project #3462HE1712 Project Type; E - Capital Maintenance; Vendor: Wire Rope Service in the amount of \$72,930 (Requesting Staff Member: General Manager Diamond Peak Ski Resort Mike Bandelin) – pages 161 - 170

*Recommendation for Action:*

That the Board of Trustees makes a motion to:

1. Approve a Purchase Agreement for a replacement haul rope; Red Fox Ski Lift – 2022/2023 Capital Improvement Project: Fund: Community Services; Division: Ski; Project # 3462HE1712; Project Type; E – Capital Maintenance; Vendor: Wire Rope Service in the amount of \$38,530.00
2. Approve a Professional Service agreement for the removal and installation of the replacement haul rope; Red Fox Ski Lift – 2022/2023 Capital Improvement Project: Fund: Community Services; Division: Ski; Project # 3462HE1712; Project Type; E – Capital Maintenance; Vendor: Wire Rope Service in the amount of \$34,400

6. **SUBJECT:** Review, discuss, and potentially approve Policy 22.1.0 Disclosure of Community Groups (Requesting Staff Member: District General Counsel Joshua Nelson) – pages 171 - 176

*Recommendation for Action:* That the Board of Trustees makes a motion to approve Policy 22.1.0 Disclosure of Community Groups.

7. **SUBJECT:** Meeting Minutes of May 8, 2023 – pages 177 - 422

---

# NOTICE OF MEETING

Agenda for the Board Meeting of May 25, 2023 - Page 3

---

G. GENERAL BUSINESS (for possible action)

1. **SUBJECT:** Review and Discuss the Opinion of Probable Construction Cost for GMP2 of the Export Effluent Pipeline Project (CIP #2524SS1010) (Requesting Staff Member: Director of Public Works Brad Underwood) – pages 423 - 439

*Recommendation for Action:* Review and Discuss the Opinion of Probable Construction Cost for GMP2 of the Export Effluent Pipeline Project (CIP #2524SS1010)

2. **SUBJECT:** Review, discuss and possibly approve an Increase to the Project Budget for the Skate Park Enhancement Project (CIP #4378BD2202) in an amount determined by the Board and currently estimated not to exceed \$500,000 (Requesting Staff Member: Director of Public Works Brad Underwood) – pages 440 - 443

*Recommendation for Action:* The Board of Trustees make a motion to possibly approve funding for the Skate Park Enhancement Project (CIP #4378BD2202) in an amount determined by the Board and currently estimated not to exceed \$500,000.

3. **SUBJECT:** Review, discuss and possibly approve the rebuild of three Caterpillar 950G loaders by Empire Southwest (formerly Cashman Equipment) and purchase of tire chains from Silver State International (Requesting Staff Member: Director of Public Works Brad Underwood) – pages 444 - 482

*Recommendation for Action:*

That the Board of Trustees makes a motion to:

1. Approve a purchase order contract with Empire Southwest for the rebuild of three 2002 950G Caterpillar Loaders, in the total amount of \$675,000.00 (CIP Project Numbers 2097HE1729, 2097HE1730 and 3463HE1723).
2. Authorize the issuance of a purchase order with Silver State International for the purchase of loader tire chains for three 950G loaders (CIP 2097HE1725 and 3463HE1722).
3. Authorize the transfer of funds in the amount of \$6,352 from CIP project number 2097HE1729 to CIP project number 2097HE1725.
4. Authorize the transfer of funds in the amount of \$3,426 from CIP project number 3463HE1723 to CIP project number 3463HE1722.
5. Authorize the Director of Public Works to sign the Purchase Order Contract in substantially the form presented.

4. **SUBJECT:** Discussion of Resolution 1902: A Resolution Approving the Report for Collection of Recreation Standby and Service Charges for Fiscal Year 2023/2024 (Requesting Staff Member: Director of Finance Paul Navazio) – pages 483 - 499

5. **SUBJECT: PUBLIC HEARING - FISCAL YEAR 2023/2024 RECREATION ROLL** – page 500

***Public Comments will be taken on this item. The Board Chairman will set the time limit for these comments at the meeting. It is anticipated that will be 3 minutes.***

6. **SUBJECT:** Review, discuss and possibly approve Resolution 1902: A Resolution Approving the Report for Collection of Recreation Standby and Service Charges for Fiscal Year 2023/2024 (Requesting Staff Member: Director of Finance Paul Navazio) – pages 483 - 499

---

# NOTICE OF MEETING

Agenda for the Board Meeting of May 25, 2023 - Page 4

---

*Recommendation for Action:*

- 1) Set the Recreation Facility Fee and Beach Facility Fee for FY2023/24
- 2) Review, discuss and possibly approve Resolution Number 1902 which approves the Report for Collection of Recreation Standby and Services Charges (also known as the Recreation Facility Fee and Beach Facility Fee) for Fiscal Year 2023/2024
7. **SUBJECT:** Discussion of Incline Village General Improvement District Final Budget for FY2023-24, State of Nevada Form 4404LGF, and related FY2023-24 Central Service Cost Allocation, Recreation Facility Fee and Beach Facility Fee, Authorized Staffing Levels, and Fiscal Year 2023-24 Capital Improvement Project Budget (Requesting Staff Member: Director of Finance Paul Navazio) – pages 501 - 716
8. **SUBJECT: PUBLIC HEARING - FISCAL YEAR 2023/2024 BUDGET** – page 717

***Public Comments will be taken on this item. The Board Chairman will set the time limit for these comments at the meeting. It is anticipated that will be 3 minutes.***

9. **SUBJECT:** Adoption of Incline Village General Improvement District Final Budget for FY2023-24, State of Nevada Form 4404LGF, and related FY2023-24 Central Service Cost Allocation, Recreation Facility Fee and Beach Facility Fee, Authorized Staffing Levels, and Fiscal Year 2023-24 Capital Improvement Project Budget (Requesting Staff Member: Director of Finance Paul Navazio) – pages 501 - 716

*Recommendation for Action:*

1. Approval of the Central Services Cost Allocation Plan for Fiscal Year 2023-2024 allocating a total of \$1,956,300 in costs from the General Fund to the Utility Fund, Community Services Funds and Beach Fund
  2. Approval of the Incline Village General Improvement District's Final Budget for Fiscal Year 2023-2024 (Form 4404LGF) as prescribed by the State of Nevada Department of Taxation
  3. Approval of Fiscal Year 2023-24 Authorized Staffing Levels
  4. Approval of the Incline Village General Improvement District's Capital Improvement Program Budget for Fiscal Year 2023-2024
  10. **SUBJECT:** Final review and discussion of the District General Manager evaluation process for period 2022-2023 (Requesting Trustee: Board Chairman Matthew Dent with assistance from Director of Human Resources Erin Feore) – pages 718 - 765
- H. REDACTIONS FOR PENDING PUBLIC RECORDS REQUESTS (for possible action) – pages 766 - 769
- I. LONG RANGE CALENDAR – pages 770 - 774
- J. BOARD OF TRUSTEES UPDATE
- K. FINAL PUBLIC COMMENTS - Limited to a maximum of three (3) minutes in duration.
- L. ADJOURNMENT (for possible action)

---

# NOTICE OF MEETING

Agenda for the Board Meeting of May 25, 2023 - Page 5

---

## CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before Friday, May 19, 2023, a copy of this agenda (IVGID Board of Trustees Session of May 25, 2023) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were e-mailed to those people who have requested; and a copy was posted, physically or electronically, at the following locations in accordance with Assembly Bill 253:

1. IVGID Anne Vorderbruggen Building (893 Southwood Boulevard, Incline Village, Nevada; Administrative Offices)
2. IVGID's website ([www.yourtahoeplace.com/ivgid/board-of-trustees/meetings-and-agendas](http://www.yourtahoeplace.com/ivgid/board-of-trustees/meetings-and-agendas))
3. State of Nevada public noticing website (<https://notice.nv.gov/>)

/s/ Susan A. Herron

Susan A. Herron

Acting District Clerk (e-mail: [sah@ivgid.org](mailto:sah@ivgid.org)/phone # 775-832-1207)

***Board of Trustees: Matthew Dent - Chairman, Sara Schmitz, Michaela Tonking, Raymond Tulloch and David Noble***

---

***Notes: Items on the agenda may be taken out of order; combined with other items; removed from the agenda; moved to the agenda of another meeting; moved to or from the Consent Calendar section; or may be voted on in a block. Items with a specific time designation will not be heard prior to the stated time, but may be heard later. Those items followed by an asterisk (\*) are items on the agenda upon which the Board of Trustees will take no action. Members of the public who are disabled and require special accommodations or assistance at the meeting are requested to call IVGID at 832-1100 at least 24 hours prior to the meeting. IVGID'S agenda packets are available at IVGID's website, [www.yourtahoeplace.com](http://www.yourtahoeplace.com); go to "Board Meetings and Agendas".***

**MEMORANDUM**

**TO:** Board of Trustees

**THROUGH:** Brad Underwood, Director of Public Works

**FROM:** Jim Youngblood, Utilities Superintendent

**SUBJECT:** Review, discuss and possibly approve the Purchase Order Agreement with Utility Services Assoc. for the Leak Detection Survey. (Requesting Staff Member: Director of Public Works Brad Underwood)

**RELATED STRATEGIC PLAN BUDGET INITIATIVE(S):** **LONG RANGE PRINCIPLE #5 – ASSETS AND INFRASTRUCTURE**

The District will practice perpetual asset renewal, replacement and improvement to provide safe and superior long term utility services and recreation venues, facilities, and services.

**RELATED DISTRICT POLICIES, PRACTICES, RESOLUTIONS OR ORDINANCES**

Board Policy 2.1.0 Budgeting and Fiscal Management Financial Standards  
Board Policy 20.1.0 Purchasing Policy for Goods and Services

**DATE:** May 25, 2023

---

**I. RECOMMENDATION**

1. Approve the purchase order agreement with Utility Services Associated for performing a leak detection survey for the amount of \$10,142.
2. Authorize the Director of Public Works to execute the contract in substantially the form presented.

**II. BACKGROUND**

The District has a proactive maintenance program to survey watermains, service lines, and related appurtenances. The area for this leak survey and pinpointing project consists of distribution pipe, varying in sizes from 5” through 12”. Pipe material consists of AC, DI, and STL. Valve boxes are mostly accessible for ease

of access to equipment.

This proactive maintenance program provides survey of pipe in areas where leaks are suspected. These areas include:

1. The oldest areas in the system.
2. Areas with a history of leak repairs.
3. Areas where porous soil conditions inhibit leaks from surfacing.

The system surveys are completed using sonic leak detection sound amplification instruments in conjunction with a sensitive transducer. The use of pipe tracing and box locating equipment are also used.

Detailed Leak Reports with estimated gallons per minute (GPM) will be provided to the District as needed. A Final Report is provided at the completion of the project, which includes an Executive Summary, Survey Review, Leak Reports with data on each individual leak and a drawing showing the leak locations. The leak detection survey will occur once during the spring and once during the fall.

This item is placed on the Consent Calendar in accordance with Policy 3.1.0.4.

### **III. BID RESULTS**

There are no bid results associated with this item.

### **IV. FINANCIAL IMPACT AND BUDGET**

Budget is available within the Water Operating Budget.

### **V. ALTERNATIVES**

Not approve the purchase order and allow leaks to go undetected.

### **VI. COMMENTS**

The purchase order agreement has been approved substantially to the form presented by legal counsel.

### **VII. BUSINESS IMPACT/BENEFIT**

This item is not a "rule" within the meaning of Nevada Revised Statutes, Chapter 237, and does not require a Business Impact Statement.

The project identifies waterline leaks within the District's existing water transmission system. Identifying leaks is important in maintaining the District's waterlines, as when leaks go undetected it can be costly to the District.

### **VIII. ATTACHMENTS**

1. Purchase Order Agreement\_Leak Detection

### **IX. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES**

1. Approve the purchase order agreement with Utility Services Associated for performing a leak detection survey for the amount of \$10,142.
2. Authorize the Director of Public Works to execute the contract in substantially the form presented.



Account No. 2000224- 7520	Req. No.	<b>Purchase Order No.</b> Order Date: May 8, 2023 Delivery By: June 30, 2024 Buyer: Jim Youngblood Phone Number: 775-832-1214 E-mail: jey@IVGID.org	<b>Remit to:</b> INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT
<b>CONTRACTOR</b>  <u>Leak Detection Project</u>  <u>Utility Services Associates</u>  <u>916 W. Center St., Kalispell, MT 59901</u>  Attn: <u>Cayd Mathiasen</u>		<b>INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT</b>	

This Purchase Order is subject to the attached terms and conditions.

**Services:**

This PURCHASE ORDER (SERVICES) is for performing comprehensive leak detection/survey services within the Incline Village General Improvement District (IVGID) service area on water mains, service lines and related appurtenances. The area for this leak survey and pinpointing project consists of distribution pipe, varying in sizes from 5" through 12," with pressure varying from 50 to 200 PSI. Pipe material consists of AC, DI, and STL. Valve boxes are mostly accessible for easy contact of equipment. Contractor's services are further described in Exhibit A to this Purchase Order, incorporated herein by this reference.

**OWNER:**  
**Incline Village G.I.D.**

**CONTRACTOR:**  
**Utility Services Associates**

Agreed to:

Agreed to:

By: \_\_\_\_\_  
 Brad B. Underwood, P.E.  
 Director of Public Works

By:   
 Signature of Authorized Agent

Cayd Mathiasen – Account Manager  
 \_\_\_\_\_  
 Print or Type Name and Title

\_\_\_\_\_  
 Date

05/17/23  
 \_\_\_\_\_  
 Date

**Reviewed as to Form:**

\_\_\_\_\_  
 Joshua Nelson  
 District General Counsel

If Contractor is a corporation, attach evidence of authority to sign.

\_\_\_\_\_  
 Date

**PURCHASE ORDER TERMS AND CONDITIONS FOR SERVICES**

1. Acceptance; Entire Agreement. This purchase order for services issued by the INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT ("DISTRICT") to the Contractor designated in the purchase order must be promptly accepted and acceptance is expressly limited to the terms of this order. Any addition or different terms in the Contractor's forms are hereby deemed to be material alterations and notice of objection to them and rejection of them is hereby given. Contractor's performance of any portion of this order shall be considered acceptance by the Contractor of the terms herein.

2. Compensation. Contractor shall be paid on a time and materials or firm fixed fee basis, as may be agreed upon by the parties as described in this Purchase Order, or in documents attached hereto and hereby made a part hereof, within 30 days of receipt of invoice. If the work is performed on a time and materials basis, the invoice shall include a detailed description of the work performed, labor hours and materials. DISTRICT understands that a service charge of 1.5% per month will be assessed on past due or delinquent invoices (those which have not been paid within 30 days of receipt), and that payments by credit card will result in a convenience fee of 3% at the time of payment.

3. Compliance with Law. Contractor shall comply with all applicable laws and regulations of the federal, state and local government. DISTRICT shall assist Contractor, as requested, in obtaining and maintaining all permits required of Contractor by Federal, State and local regulatory agencies. Contractor is responsible for all costs of clean up and/or removal of hazardous and toxic substances spilled as a result of his or her work.

4. Standard of Care. The Contractor shall perform the work in accordance with generally accepted professional practices and principles and in a manner consistent with the level of care and skill ordinarily exercised by members of the profession practicing under similar conditions. Contractor shall also comply with State and Federal environmental and safety regulations as they apply to the scope of work.

5. Insurance. Contractor shall take out and maintain: A. Commercial General Liability Insurance, of at least \$1,000,000 per occurrence/ \$2,000,000 aggregate for bodily injury, personal injury and property damage, naming DISTRICT as an Additional Insured; B. Automobile Liability Insurance for bodily injury and property damage including coverage for owned, non-owned and hired vehicles, of at least \$1,000,000 per occurrence for bodily injury and property damage; C. Workers' Compensation in compliance with applicable statutory requirements and Employer's Liability Coverage of at least \$1,000,000 per occurrence; and D. Contractors providing professional services shall provide Professional Liability (Errors and Omissions) Insurance of at least \$1,000,000. Insurance carriers shall be licensed or authorized to do business in Nevada.

6. Indemnification. The Contractor shall indemnify and hold harmless DISTRICT, its officials, officers, agents and employees from and against any and all claims, liabilities, expenses or damages, including reasonable attorneys' fees, for injury or death of any person, or damage to property, or interference with use of property, or patent infringement or fees for use of patented items, or any claim of the Contractor or a subcontractor for wages or benefits which arise in connection with the performance of the Contract, except to the extent caused or resulting from the active or sole negligence or willful misconduct of DISTRICT

or from Contractor's actions in operating any DISTRICT appurtenances, including system valves and hydrants, in accordance with law, DISTRICT policy, and the standard of care set forth in section 4 of this Purchase Order. The foregoing indemnity includes, but is not limited to, the cost of prosecuting or defending such action with legal counsel acceptable to DISTRICT and DISTRICT's attorneys' fees incurred in such an action. If Contractor's obligation to defend, indemnify, and/or hold harmless arises out of Contractor's performance of "design professional" services subject to NRS 338.155, then, and only to the extent required by NRS 338.155, which is fully incorporated herein, Contractor's indemnification obligation shall be limited to the extent that such liabilities, damages, losses, claims, actions or proceedings are caused by the negligence, errors, omissions, recklessness or intentional misconduct of the Contractor or its employees and agents. Moreover, while Contractor shall not be required to initially defend the District, Contractor, if adjudicated to be liable by a trier of fact, the Contractor shall be reimburse the District or the attorney's fees and costs incurred by the District defending the action in an amount which is proportionate to the liability of the Contractor.

9. Contract Terms. Nothing herein shall be construed to give any rights or benefits to anyone other than DISTRICT and the Contractor. The unenforceability, invalidity or illegality of any provision(s) of this Contract shall not render the other provisions unenforceable, invalid or illegal. Notice may be given or delivered by depositing the same in any United States Post Office, certified mail, return receipt requested, postage prepaid, addressed to the parties to the addresses set forth in the purchase order. Contractor shall not assign, sublet, or transfer this Contract or any rights under or interest in this Contract without the written consent of DISTRICT, which may be withheld for any reason. Contractor is retained as an independent contractor and is not an employee of DISTRICT. No employee or agent of Contractor shall become an employee of DISTRICT. This is an integrated Contract representing the entire understanding of the parties as to those matters contained herein, and supersedes and cancels any prior oral or written understanding or representations with respect to matters covered hereunder. This Contract may not be modified or altered except in writing signed by both parties hereto.

10. Notice of Labor Dispute. Whenever Contractor has knowledge that an actual or potential labor dispute may delay performance under this purchase order, Contractor shall immediately notify and submit all relevant information to DISTRICT.

11. Changes. By written notice, DISTRICT may from time to time, direct work suspension or make changes in quantities, drawings, designs, specifications, place of delivery or delivery schedules, methods of shipment and packaging, and property and services furnished to DISTRICT by Contractor. If such change causes an increase or decrease in the price of this purchase order or in the time required for performance, Contractor or DISTRICT shall promptly notify the other party thereof and assert its claim for adjustment within thirty (30) days after the change is ordered, and an equitable adjustment shall be made. However, nothing in this clause shall excuse the Contractor from proceeding immediately with the purchase order as changed.

12. Obligations. Contractor shall be solely responsible for providing all materials, labor, tools, equipment, water, light, power, transportation, superintendence, and temporary construction of every nature and all other services and all

INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT – PURCHASE ORDER (SERVICES)

facilities necessary to execute, complete, and deliver the work within the specified time.

13. Damage to District Facilities. Damage to DISTRICT or public facilities or private property caused by the Contractor or by its subcontractors during performance of services shall be repaired and/or replaced in kind at no cost to the DISTRICT.

14. Site Safety and Cleanup. The project site shall be kept clean and free of hazards at all times during performance of services. After and installation is completed at the site, as applicable, Contractor shall clean the surrounding area to the condition prior to delivery and installation.

15. Installation. If the Contractor is responsible for providing installation services, finished installation work and/or equipment shall be subject to final inspection and acceptance or rejection by the DISTRICT.

16. District Staffing. DISTRICT hereby agrees to, upon reasonable request by Contractor, provide access to one member of its staff at certain times when Contractor is on site to provide services pursuant to this Purchase Order and needs DISTRICT assistance, to ensure that Contractor is provided with all necessary information pertaining to DISTRICT's water system. Upon request, DISTRICT staff member will also assist Contractor in ensuring that no areas in need of service are missed, and that all possible methods have been utilized to locate all water lines accurately.

17. Final Report. Upon Contractor's completion of services pursuant to this Purchase Order, Contractor will provide to DISTRICT an electronic copy of its final project report. A hard copy may be provided upon DISTRICT's request for a cost of \$25.00 for the first copy and \$15.00 for any additional copies, which costs shall be added to DISTRICT's final invoice.

**EXHIBIT A  
CONTRACTOR’S SCOPE OF SERVICES AND PRICING**

Services to be provided by the Contractor include comprehensive leak survey and pinpointing on all of the District’s distribution pipes.

**PRICING:**

The below is based on the Parties’ understanding at the time of contracting, and may be adjusted by mutual agreement of the Parties as appropriate.

<b>Description</b>	<b>Unit</b>	<b>Quantity</b>	<b>Amount</b>	<b>Total</b>
Water Leak Detection Survey	Day	6	\$1,450.00	\$8,700.00
Mobilization Charges	N/A	N/A	\$721.00	\$721.00
<b>Project Total</b>				<b><u>\$9,421.00</u></b>

The above mobilization charge represents a minimum price, applicable only when the Contractor has planned to be on-site for project completion. Should additional services be desired that require mobilization to the District’s location, any related costs (airfare, rental car, freight, etc.) will be negotiated at that time. **Any applicable state taxes will be added at the time service is performed.**

**Daily rate for water leak detection survey services is based on 8 hours per day, Monday through Friday.** Should additional days or services be requested by the District, the additional charges will conform to the rates set forth herein or as separately negotiated by the Parties in a written amendment to this Purchase Order. The timeline for completion of this project will be extended only upon mutual written agreement of both Parties.

**MEMORANDUM**

**TO:** Board of Trustees

**THROUGH:** Indra Winquest, District General Manager

**FROM:** Mike Bandelin, Ski Resort General Manager

**SUBJECT:** Review, discuss and possibly approve a purchase and professional service agreement for the replacement of the 1979 haul rope on Red Fox ski lift. 2022/2023 Capital Improvement Project: Fund; Community Services; Division: Ski; Project #3462HE1712 Project Type; E - Capital Maintenance; Vendor: Wire Rope Service in the amount of \$72,930 (Requesting Staff Member: General Manager Diamond Peak Ski Resort Mike Bandelin)

**RELATED STRATEGIC  
PLAN BUDGET  
INITIATIVE(S):**

**LONG RANGE PRINCIPLE #5 – ASSETS AND  
INFRASTRUCTURE**

The District will practice perpetual asset renewal, replacement and improvement to provide safe and superior long term utility services and recreation venues, facilities, and services.

**RELATED DISTRICT  
POLICIES, PRACTICES,  
RESOLUTIONS OR  
ORDINANCES**

Capital Planning Multi-Year Capital Planning Policy 12.1.0; Capital Planning Capital Project Budgeting Policy 13.1.0; Capital Planning Capital Expenditures Practice 13.2.0; Purchasing Policy for Goods and Services Policy 20.1.0; Board Policy 3.1.0. , 0.4 Consent Calendar

**DATE:** May 25, 2023

---

**I. RECOMMENDATION**

That the Board of Trustees makes a motion to:

1. Approve a Purchase Agreement for a replacement haul rope; Red Fox Ski Lift – 2022/2023 Capital Improvement Project: Fund: Community Services; Division: Ski; Project # 3462HE1712; Project Type; E – Capital Maintenance; Vendor: Wire Rope Service in the amount of \$38,530.00

2. Approve a Professional Service agreement for the removal and installation of the replacement haul rope; Red Fox Ski Lift – 2022/2023 Capital Improvement

Project: Fund: Community Services; Division: Ski; Project # 3462HE1712; Project Type; E – Capital Maintenance; Vendor: Wire Rope Service in the amount of \$34,400

## **II. BACKGROUND**

The general purpose of this project is to maintain Diamond Peak Ski Area operations through a necessary replacement of equipment and materials at the Venue. The Red Fox ski lift was purchased by the District and installed in 1979 as Wiggle lift. The lift is a fixed grip YAN double chair manufactured by Lift Engineering based out Carson City, Nevada. Annual maintenance is performed on the ski lift, including some notable upgrade projects in recent years to the lift include, replacing the electric motor drive and safety controls in 2011 and the installation of chair restraint bars in 2019. This report requests the approval to replace the original 1979 ski lift haul rope and counterweight cable. The haul rope is a term used for the wire rope or cable that the ski lift carriers are attached to and the counter weight cable is the cable that is attached to the moveable carriage and a counter weight that achieves the desired tension of the haul rope between the top and bottom terminal as well as the line equipment. The existing haul rope of approximately 3,000 linear ft. has been inspected and measured annually by Wire Rope Service. District staff have been involved and accompanied the annual rope inspections and identified the replacement project within the District's capital-funding plan in 2017, knowing that due to the ropes age and the length of service, the nominal diameter of the rope would eventually not conform to the minimal acceptance diameter per the ANSI – B77 standard for passenger ropeways guidelines. Provided the recommendation is approved, the haul rope replacement project will extend the life of the asset. The Redfox chair lift is maintained to operate daily during the season as it did until the Lakeview chair lift was installed with increased capacity from a double to a quad chair in 1995. At that time, the Redfox lift was operated mostly on weekends and holiday periods as the demand did not warrant the daily operation. Today, the lift continues to be forecasted and planned to operate on most weekends and holiday periods annually.

In accordance with Board Policy 3.1.0., 0.4 Consent Calendar, this item is included on the Consent Calendar as it is routine business of the District and within the currently approved District Budget. The proposed recommended item has a budgeted financial impact of less than \$100,000 and the attached agreements have been reviewed by legal counsel and Trustee Schmitz.

## **III. BID RESULTS**

The Districts Purchasing Policy for Goods and Services - Policy 20.1.0 section 2.2.7 Purchase of Professional Services references – (District contracts or agreements for professional service where highly specialized knowledge or technical know-how is required are not always adapted to award by competitive Solicitation. District staff shall evaluate each purchase of professional services to determine whether a competitive solicitation process would serve the best interests of IVGID or whether such a practice would be impractical).

The Districts purchase of a replacement Ski lift haul rope, removal of existing, Installation and splicing from Wire Rope Service is exempt from competitive bidding for the following Nevada Revised Statute reasons:

- A. This purchase is for items, which may only be contracted from a sole source (NRS 332.115.1.a). Wire Rope Service is the exclusive wire rope professional service provider for Northern Nevada and the entire western region.
- B. This purchase is for additions to and repairs and maintenance of equipment which may be more effectively added to, repaired or maintained by a certain person (NRS 332.115.1.C). Wire Rope Service is the Districts exclusive wire rope professional service provider for Northern Nevada and the entire western region.
- C. The equipment and professional service proposed for purchase, by virtue of the training of the personnel or of any inventory of replacement parts maintained by the local government is compatible with existing equipment (NRS 332.115.1.d). Diamond Peaks ski lift haul ropes and counter weight cables are currently serviced and maintained exclusively by Wire Rope Service.

**IV. FINANCIAL IMPACT AND BUDGET**

The 2022/2023, Capital Improvement Project Budget includes funding of \$75,000 to replace the ski lift haul rope on Red Fox lift. The attached data sheet identifies funding in FY2024 to replace the ski lift counter weight cable at \$10,000 as well as the carrier haul rope grips estimated at \$54,000 for a total of \$64,000. Provided the fiscal year budget is approved and adopted, staff would recommend replacing the counterweight cable in concurrence with the haul rope replacement project, which is proposed to take place in November 2023. Staff intends to make the determination of moving forward with the carrier grip replacement project after the new haul rope is installed and the current grips are installed and evaluated per manufacture conformance.

The table below provides estimated expenses related to the project including the sole vendor to perform the service and purchase of the replacement haul rope and counterweight rope project.

**Estimated Project Expense and Budget**

<b>Description</b>	<b>Vendor</b>	<b>Amount</b>
Procurement of Haul Rope	Wire Rope Service	\$38,530
Haul Rope Removal and Installation	Wire Rope Service	\$29,700
Splicing New Haul Rope	Wire Rope Service	\$4,700
Estimated Project Total		\$72,930
Total Project Budget FY2023		\$75,000
Procurement of Counter Weight Cable	Wire Rope Service	\$6,000

CWC Removal and Installation	Wire Rope Service	*N/A
Total Tentative Project Budget FY2024		\$10,000

\*Staff will note that the removal and installation of the counterweight cable expenses have been included within the above haul rope removal and installation project expense.

**V. ALTERNATIVES**

The Board of Trustees may consider not approving the staff recommendation, defer or eliminate the proposed project. Doing so would essentially direct staff to carry forward the available funding to upcoming fiscal years, knowing that the haul rope will eventually become condemned for passenger use.

**VI. COMMENTS**

The District has obtained the professional service of ski lift rope inspections, installations, splicing and maintenance from Wire Rope Service annually since 2012 when the company was purchased from Richard Ryer Inc. who the District had used to perform wire rope maintenance on the District's ski lifts since the early 1970's.

As the District staff work towards continuous improvement with procurement, purchases and professional service agreements and contract, staff is disclosing that Wire Rope Service declines to accept changes to their provided agreements as suggested by District Counsel. Staff met with District counsel and discussed the agreements to the extent that counsel has provided an opinion of which they are supportive of staff making the determination that the benefits of working with Wire Rope Service outweigh the minor risks, and may move forward with the recommendation to the District Board of Trustees. Staff will note that the current professional service agreement between the District and Wire Rope Service is consistent with previous agreements and they are very reputable vendor.

**VII. BUSINESS IMPACT/BENEFIT**

This item is not a "rule" within the meaning of Nevada Revised Statutes, Chapter 237, and does not require a Business Impact Statement. The benefit to the District of approving staff's recommendation of replacing the ski lift haul rope ensures the future safe operation of the ski lift to the community.

**VIII. ATTACHMENTS**

1. Red Fox Ski Lift 230312\_QUOTE & ORDER Diamond Peak
2. Red Fox Ski Lift 230424\_BID ORDER Diamond Peak
3. 2022 DIAMOND PEAK IVGID - WRS Profesional Service Agreement
4. Ski Data Sheet - Red Fox Maintenece and Improvements

**IX. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES**

The decision needed from the Board of Trustee's shall be that of approving the staff recommendation as presented.





March 12, 2023

Diamond Peak Ski Resort  
ATTN Mike Bandelin  
1210 Ski Way  
Incline Village, NV 89451  
MLB@ivgid.org

Dear Mike, I'm pleased to quote the following rope from TOKYO ROPE for RED FOX.  
Delivery address: Diamond Peak Ski Resort, 1210 Ski Way, Incline Village, NV 89451  
The rope and the length of the rope are determined by DIAMOND PEAK SKI RESORT.  
Wire Rope Service Inc. may not held responsible for wrong specifications.  
Shipping included, Tailwrapping Material is included, Rope Certificate included.  
Delivery approx.7.5 months after receiving down payment.  
30% down payment is due with order confirmation. 70% are due within 1 week after rope delivery.  
DIAMOND PEAK SKI RESORT is responsible for unloading the rope.

description	amount in USD
31.8 mm (1 1/4"), from TOKYO ROPE 6XFI25 RLL, synthetic fiber core, bright, IPS grade, minimum breaking load 575kN (129,200 lbs), on wooden reel, 1050m (3445 ft)	\$ 38,530.00

**DIAMOND PEAK IS RESPONSIBLE TO PAY APPLICABLE USE/ SALES TAX IN NEVADA.**

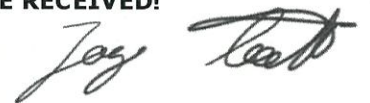
**This quotation is valid until March 27th.**

If you have any questions concerning this quote contact (530) 412-0601 or by email at jorg@tonett.net .  
**Please check the rope specifications, print this quote, fill out below, name the exact delivery address, scan and return via email, include a purchase order number if you would like to order and mail a check for the down payment of \$11,559.**

**ORDER WILL BE PLACED WHEN DOWN PAYMENT AND SIGNED QUOTE ARE RECEIVED!**

LOOKING FORWARD FOR YOUR BUSINESS!

Sincerely yours,



Jorg Tonett /// wire rope service

This order expressly incorporates herein by reference all terms and conditions included in that certain Agreement previously entered into between Client and WRS.

The above quote is accepted according to the terms hereof by Client's authorized representative.

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

PRINT NAME/ TITLE \_\_\_\_\_ PO# \_\_\_\_\_

THE MATERIALS TO BE QUOTED AND/OR PURCHASED UNDER THIS AGREEMENT ARE FURNISHED AS-IS, WHERE IS, WITH ALL FAULTS AND WITHOUT WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, INCLUDING ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR ANY PARTICULAR PURPOSE. WIRE ROPE SERVICE, INC. DOES NOT MAKE ANY WARRANTY THAT ANY MATERIALS FURNISHED COMPLY WITH ANY LAW OR REGULATION, DOMESTIC OR FOREIGN.

April 24, 2023

Diamond Peak Ski Resort  
ATTN John Olson  
1210 Ski Way  
Incline Village, NV 89451  
jgo@ivgid.org

**RED FOX - HAUL ROPE REPLACEMENT 1,050m & CW cable replacement**

I'm pleased to bid the described works for fall 2023.

**This bid is only valid for fall 2023 and if weather permits the works to be performed.**


description	amount in USD
Taking cable of the towers, Rigging of old cable, Construction splice (old with new cable), Spooling rope, Rigging of new cable, Putting new cable back on towers after splicing including Horizontal Spooler, Chain Spooler and all other equipment, and replacing CW cable	\$ 29,700.00
Splicing of new 31.8mm cable, including tools & Splicing Certificate	\$ 4,700.00

- . Expenses (Room & Board) will be invoiced at actual cost.
- . Travel Time will be charged at \$115 per hour per person, and Travel at \$1.10 per mile per vehicle.
- . Rigging equipment, splicing tools, spool stand, horizontal spooler, chain spooler, are included in this bid.
- . DIAMOND PEAK needs to provide a fork lift to unload and load equipment.
- . DIAMOND PEAK needs to provide
  - 4-6 employees while rigging and derigging,
  - 6 employees while rope pull,
  - 10-12 employees for first third of splicing,
  - 7 employees for the other two thirds of splicing.
- . DIAMOND PEAK is responsible to recycle the old rope.
- . Any waiting period or downtime spent on site (safety trainings, ...) that cannot be used directly for changing or splicing the rope will be invoiced at \$ 400 per hour.
- . **TRANSPORT OF EQUIPMENT TO AND FROM DIAMOND PEAK IS NOT INCLUDED IN THIS BID.**

This bid shall remain binding upon Wire Rope Service, Inc. for fourteen (14) days from the date of hereof. If you have any questions contact (530) 412-0601 or by email at office@tonett.net .

LOOKING FORWARD FOR YOUR BUSINESS!

Sincerely yours,



Jorg Tonett /// wire rope service

This service order expressly incorporates herein by reference all terms and conditions included in that certain Agreement for Services previously entered into between Client and WRS. The above proposal is accepted according to the terms hereof by Client's authorized representative.

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
PRINT NAME

\_\_\_\_\_  
PO#

\_\_\_\_\_  
TITLE

10/20/2022

**INCLINE VILAGE G.I.D.**  
**893 Southwood Boulevard**  
**Incline Village, NV 89451**

(hereinafter referred to as "Client") and WIRE ROPE SERVICE, INC., a California corporation (hereinafter "WRS"), of Post Office Box 2091, Kings Beach, California 96143, make the following agreement for the provision of professional wire rope services, which may include, without limitation, inspecting, rigging, splicing and maintaining wire rope, making end connections, and lift services, on the following terms and conditions.

WRS shall from time to time provide to Client those wire rope services described in WRS's bid as agreed to by Client's representative(s).

The following terms and conditions shall also govern the delivery of services by WRS hereunder:

**1. No Warranty Given.** In its wire rope service, WRS may provide a report and/or certificate on the condition of the wire rope at the time of providing services. A report or certificate, however, identifying the wire rope as being in good condition is not a warranty or guarantee of the wire rope's future performance. A wire rope can deteriorate or fail from a variety of causes, including, among others, misuse, misalignment, improper or inadequate adjustment and lubrication of equipment, the elements, fire, weather conditions, and damage caused to the wire rope from falling trees or other objects.

WRS does not manufacture any products; however, WRS resells the products of third-party manufacturers. WRS does not warrant or guarantee these third-party products for any purpose, whether for merchantability, fitness for a particular purpose, or otherwise. Client agrees that its sole recourse is against the original manufacturer's warranty, if any is available.

**2. Indemnification.** If Client's employee or contractor participates in, assists with, or otherwise engages in any activity which enables, assists or furthers the provision of services by WRS to Client, such activity does not make WRS an employer of such persons, nor does it make WRS a partner, affiliate, or joint venture of Client in any manner, even where such persons are following the instructions of WRS or its personnel. Regardless of whether the employee or contractor of Client is following the instruction of WRS or its personnel, WRS shall have no responsibility to any employee or contractor of Client for any physical injury or death suffered by such person(s) during the course of such activities, including that caused by the ordinary or gross negligence of WRS or its personnel, the conduct of any third party, including any other employee or contractor of Client, or by the use of any equipment of WRS. Client hereby promises and agrees to indemnify and hold harmless WRS, its employees, officers, directors, managers, members, insurers, and all others in privity with them, from and against any and all liability for such claim of injury or death suffered by such person(s), including anyone claiming by, through, and/or under Client, employee, contractor or any other third party.

Client shall further indemnify and hold WRS harmless from any damage caused to any equipment or vehicle of WRS by/through the negligence (ordinary or gross) of Client, or any of Client's employees or contractors.

**3. Independent Contractor Status.** Client and WRS agree that: (1) Client has engaged WRS for a particular result, but does not control the means or manner in which WRS performs its work; WRS controls all aspects of the means and manner of the work performance; (2) as a wire rope professional, WRS performs work which is outside the usual course of business conducted by Client; and (3) WRS is customarily engaged, as a professional working with wire rope and related equipment and accessories, in an independently established occupation or business from that owned and operated by Client.

**4. Late Payments.** For all services, all fees and charges are payable upon invoice and past due after thirty (30) days, at which time a late payment fee of currently \$300.00 will be added to the account, and interest at the rate of ten percent per annum shall begin to accrue on the unpaid balance. The unpaid balance is determined by taking the beginning account balance, adding any new charges, and subtracting any payments made on account.

**5. Client Delays.** If WRS arrives at Client's site to perform services, but is delayed or prevented from doing so due to any reason outside of WRS's control, and WRS's personnel and equipment are thus required to be idle, such down time will be invoiced to Client at WRS's standard billing rate, currently \$300.00 per hour, along with charges for rendering idle WRS's equipment.

Similarly, if WRS's personnel are required by Client to attend Client's safety training courses, such training time will be invoiced to Client at WRS's standard hourly rate.

**6. Expenses.** Client will be additionally invoiced for WRS's travel time, travel expenses (including, but not limited to, where appropriate, lodging and meals) and, when using WRS's vehicles, for travel mileage.

**7. Timeliness of Completion.** The completion of WRS' services may be extended as commercially reasonable due to inclement weather conditions, the inability to gain access to Client's facilities, delays caused by Client's employees or contractors, acts of God, an act of war (whether declared or not), hostilities, invasion, act of foreign enemies, terrorism or civil disorder, or when other circumstances beyond WRS's control arise, making performance inadvisable, commercially impracticable, illegal, or impossible.

**8. Additional Work.** To the extent that Client has engaged WRS on a fixed price basis, should Client request additional work not shown on the WRS Bid to be done by WRS, absent some other written agreement to the contrary, such additional work shall be performed at WRS's then standard hourly rate and Client shall be invoiced for such services upon completion which shall be due and payable by Client upon receipt.

**9. Termination of Contractual Relationship.** At any time, upon thirty (30) days' notice, either party hereto may terminate their contractual relationship to the other pursuant to this Agreement. However, the promises and covenants contained herein shall survive until such time that all services to be performed by WRS have been fully completed and payment therefore made by Client. Moreover, those promises and covenants contained in Paragraphs 2 (No Warranty Given), 3 (Indemnification), and 4 (Independent Contractor Status) shall survive such termination and shall remain in full force and effect.

**10. Rights of Termination of WRS.** Should Client fail to pay WRS for its services within thirty (30) days of invoice, or for any third-party products within seven (7) days of invoice, WRS may, in its sole discretion, and without liability or further obligation to Client, suspend further services until payment is made, or may terminate altogether any further services being rendered to Client.

**11. Notices.** Any and all notices or other matters required or permitted by this Agreement or by law to be served on, given to, or delivered to either the Client or WRS, by the other party to this Agreement, shall be in writing and shall be deemed duly served, given, or delivered when personally delivered to a supervisory employee of the party to whom it is addressed, or in lieu of personal service, when deposited in the United States mail, first-class postage paid, addressed to Client or WRS at the respective address set forth hereinabove, or when sent by email delivery with acknowledgment of receipt. Either party may change

Executed as follows:

CLIENT:

the party's address for these purposes by giving written notice of the change to the other party in the manner provided in this paragraph.

**12. Jurisdiction and Venue; Governing Law.** In the event that any litigation arises out of this Agreement, or results from any services provided or products sold to Client hereunder, jurisdiction for such action shall be in the County of Placer, State of California, if under state law, or in the Eastern District of California, if under federal law. This Agreement shall be deemed to have been entered into in the State of California and governed by and construed in accordance with the law of the State of California.

**13. Attorney's Fees.** In the event that any litigation arises to interpret or enforce any provision of this Agreement, the prevailing party in such action shall be entitled to costs and reasonable attorney's fees.

**14. Entire Agreement.** This instrument, taken in conjunction with the WRS Bid, constitutes the sole and only agreement of the parties to this Agreement relating to any services to be provided to Client by WRS. In the event of any conflict between this Agreement and the WRS Bid, the terms of this Agreement shall prevail. Any prior agreements, promises, negotiations, or representations not expressly set forth in this Agreement are of no force and effect.

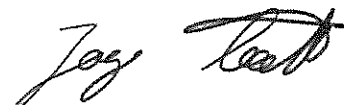
**15. Severability.** If any term or provision of this Agreement is declared invalid for any reason, the other parts of the Agreement shall remain in full force and effect.

**16. Successors and Assigns.** This Agreement shall be binding on and inure to the benefit of the successors and assigns of the parties of any entity party, and to the benefit of the heirs, executors, administrators, successors, and assigns of any individual party.

**17. Authorization.** The parties each respectively represent to the other that the undersigned signators are authorized to enter into this Agreement and the entity for whom such person signs agrees to be bound hereby.

**18. Facsimile Signature(s).** Either party may execute this Agreement with a facsimile signature (i.e., scanned signature), which shall carry full force and effect.

WIRE ROPE SERVICE, INC.:



By.....  
Its President

.....  
Print name .....

Title.....



## Project Summary

<b>Project Number:</b>	3462HE1712
<b>Title:</b>	Red Fox Ski Lift Maintenance and Improvements
<b>Project Type:</b>	E - Capital Maintenance
<b>Division:</b>	62 - Lift Operations
<b>Budget Year:</b>	2023
<b>Finance Option:</b>	
<b>Asset Type:</b>	HE - Heavy Duty Service Equipment
<b>Active:</b>	Yes

**Project Description**

The District owns 6 aerial ski lifts at Diamond Peak Ski Resort. The lifts were generally constructed between 1969, 1979, 1995 and 2003 consisting of a fixed grip double chair, fixed grip quad chair and a detachable quad chair. Each lift contains many of the same operating components such as motors, gear reducers, auxiliary engines, fuel tanks, haul ropes, counterweight ropes, line machinery, tensioning systems, braking systems, bull wheels, carriers and haul rope grips, communication lines, safety control systems, drive control systems, switches, conveying systems and loading systems

**Project Internal Staff**

Mountain and Lift operations staff will perform the procurement and installation of the equipment

**Project Justification**

This Project Funds the replacement and maintenance of equipment listed above within the chair lift system. Staff performs inspections and maintenance on the lift system and plans future major upgrades as equipment reaches the end of its useful life. The age of the equipment, the number of hours operating the equipment and other equipment analyses, such manufacturer recommendations, ANSI B-77 standards, inspections and non destructive testing, dictate replacement or rehabilitation of the equipment to maintain a reliable ski lift system to our customers.

<b>Forecast</b>			
<b>Budget Year</b>	<b>Total Expense</b>	<b>Total Revenue</b>	<b>Difference</b>
2023			
Replace Haul Rope	75,000	0	75,000
Year Total	75,000	0	75,000
2024			
Replace Carrier Haul Rope Grips	54,000	0	54,000
Replace Counter Weight Rope	10,000	0	10,000
Year Total	64,000	0	64,000
	<b>139,000</b>	<b>0</b>	<b>139,000</b>

<b>Year Identified</b>	<b>Start Date</b>	<b>Est. Completion Date</b>	<b>Manager</b>	<b>Project Partner</b>
2017	Jul 1, 2021	Jun 30, 2028	Ski Resort General Manager	

## MEMORANDUM

**TO:** Board of Trustees

**FROM:** Matthew Dent  
Chair

Josh Nelson  
General Counsel

**SUBJECT:** Review, discuss, and potentially approve Policy 22.1.0 Disclosure of Community Groups

**RELATED STRATEGIC PLAN INITIATIVES:** Long Range Principle #7 Governance

**RELATED DISTRICT POLICY:** N/A

**DATE:** May 17, 2023

---

### **I. RECOMMENDATION**

That the Board of Trustees review, discuss, and potentially approve Policy 22.1.0 Disclosure of Community Groups.

### **II. BACKGROUND**

At a meeting earlier this year, the Board discussed preparing a policy that would require Trustees and senior staff to disclose their involvement in relevant community groups and non-profits. Initial drafts of the policy were presented to the Board at its April 12<sup>th</sup> and May 10<sup>th</sup> meetings. During the May 10<sup>th</sup> meeting, a majority of the Board indicated its preference for moving forward with additional edits to the policy.

Enclosed is a revised version of the policy. The draft has been modified (1) to expand its scope to include entities regardless of their location, (2) require quarterly reports, and (3) make various formatting edits. Quarterly reports would be filed by the 15<sup>th</sup> of January, April, July, and October. One additional edit is to clarify that member would not include simply listing a political party as part of voter registration or being an attendee or parishioner of a religious organization.

**III. FINANCIAL IMPACT AND BUDGET**

No direct impact by amendment of the Policy.

**IV. ALTERNATIVES**

Below are alternatives to the recommended action:

1. Decline to move forward at this time with this proposed amendment.
2. Modify the proposed Policy.

**V. BUSINESS IMPACT**

This item is not a "rule" within the meaning of Nevada Revised Statutes, Chapter 237, and does not require a Business Impact Statement.

**VI. ATTACHMENTS**

1. Draft Policy 22.1.0 Disclosure of Community Non-Profit Involvement
2. Redline of Policy 22.1.0 Disclosure of Community Non-Profit Involvement compared to prior version from May 10<sup>th</sup> meeting





## Disclosure of Community Groups Policy 22.1.0

**POLICY.** The Incline Village General Improvement District emphasizes transparency and understands that state law creates minimum standards. In some instances it may be appropriate to impose stricter requirements than those set forth in the Nevada Revised Statutes (NRS). While IVGID encourages Trustees and employees to be involved in local community groups, this involvement may result in real or perceived conflicts of interest. Various provisions of the NRS, including NRS 281A, prohibit IVGID officials from participating in decisions affecting their “commitments in a private capacity” and otherwise impose disclosure or recusal requirements on decisions impacting officials’ organizations.

While these requirements impose important minimum standards that avoid actual conflicts of interest, they do not provide transparency regarding potential conflicts of interest or otherwise ensure that officials are proactively disclosing potential conflicts of interest.

As defined in this Policy, “Qualifying Groups” shall be for profit, not-for-profit, and non-profit associations, businesses, or entities, however organized.

To provide additional transparency beyond state minimum requirements, IVGID Trustees, Audit Committee Members, and senior management employees shall report on a quarterly basis any Qualifying Groups to which they are an employee, member, or officer. Member of a Qualifying Group does not include simply listing a party affiliation as part of a voter registration or being a parishioner or regular attendee of a church, synagogue, mosque, or other religious group. Senior employees shall include the General Manager, department heads, and any supervisors with signature authority under Policies 20.1.0 or 21.1.0 as identified by the General Manager.

Reports shall be made quarterly due by January 15<sup>th</sup>, April 15<sup>th</sup>, July 15<sup>th</sup>, and October 15<sup>th</sup>.

**RESPONSIBILITY.** The District Clerk shall be responsible for developing reporting forms, notifying officials of their obligation to file reports, and maintaining such reports. All forms shall be public records.

The General Manager shall adopt and enforce personnel policies to ensure compliance with this Policy. The Board of Trustees shall enforce this Policy against Trustees, Audit Committee Members, and the General Manager.



## Disclosure of Community Groups Policy 22.1.0

**POLICY.** The Incline Village General Improvement District emphasizes transparency and understands that state law creates minimum standards. In some instances it may be appropriate to impose stricter requirements than those set forth in the Nevada Revised Statutes (NRS). While IVGID encourages Trustees and employees to be involved in local community groups, this involvement may result in real or perceived conflicts of interest. Various provisions of the NRS, including NRS 281A, prohibit IVGID officials from participating in decisions affecting their “commitments in a private capacity” and otherwise impose disclosure or recusal requirements on decisions impacting officials’ organizations.

While these requirements impose important minimum standards that avoid actual conflicts of interest, they do not provide transparency regarding potential conflicts of interest or otherwise ensure that officials are proactively disclosing potential conflicts of interest.

As defined in this Policy, “Qualifying Groups” shall be for profit, not-for-profit, and non-profit associations, businesses, or entities, however organized.

To provide additional transparency beyond state minimum requirements, IVGID Trustees, Audit Committee Members, and senior management employees shall ~~annually~~ report ~~any community group or organization~~ on a quarterly basis any Qualifying Groups to which they are an employee, member, or officer. Member of a Qualifying Group does not include simply listing a party affiliation as part of a voter registration or being a parishioner or regular attendee of a church, synagogue, mosque, or other religious group. Senior employees shall include the General Manager, department heads, and any supervisors with signature authority under Policies 20.1.0 or 21.1.0 as identified by the General Manager. ~~Qualifying groups and organizations shall be for profit, not-of-profit, and non-profit associations, businesses, or entities, however organized, that are located in or otherwise operate in the Nevada counties of Douglas and Washoe, Carson City, or the California counties of El Dorado, Nevada, Placer, and Sierra.~~

~~Annual reports shall be made on a fiscal year basis due by July 15<sup>th</sup> of each year. Employees or Trustees that assume office after July 15<sup>th</sup> shall file a disclosure within thirty days of assuming office.~~

Reports shall be made quarterly due by January 15<sup>th</sup>, April 15<sup>th</sup>, July 15<sup>th</sup>, and October 15<sup>th</sup>.



## Disclosure of Community Groups Policy 22.1.0

**RESPONSIBILITY.** The District Clerk shall be responsible for developing reporting forms, notifying officials of their obligation to file reports, and maintaining such reports. All forms shall be public records.

The General Manager shall adopt and enforce personnel policies to ensure compliance with this Policy. The Board of Trustees shall enforce this Policy against Trustees, Audit Committee Members, and the General Manager.

<b>Summary report:</b>	
<b>Litera Compare for Word 11.3.0.46 Document comparison done on 5/17/2023 8:12:17 AM</b>	
<b>Style name:</b> Default Style	
<b>Intelligent Table Comparison:</b> Active	
<b>Original DMS:</b> iw://bbklaw-mobility.imanage.work/IMANAGE/41137041/2	
<b>Modified DMS:</b> iw://bbklaw-mobility.imanage.work/IMANAGE/41137041/3	
<b>Changes:</b>	
Add	5
Delete	5
Move From	0
Move To	0
Table Insert	0
Table Delete	0
Table moves to	0
Table moves from	0
Embedded Graphics (Visio, ChemDraw, Images etc.)	0
Embedded Excel	0
Format changes	0
<b>Total Changes:</b>	<b>10</b>

**In the Matter Of:**

Incline Village General Improvement District Board of Trustees Meeting

**TRANSCRIPT OF PUBLIC MEETING**

*May 08, 2023*

*Job Number: 986099*

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25

INCLINE VILLAGE  
GENERAL IMPROVEMENT DISTRICT  
BOARD OF TRUSTEES

TRANSCRIPT OF HEARING  
PUBLIC MEETING  
Live and Via Zoom

Held at the Chateau at Incline Village  
955 Fairway Boulevard  
Incline Village, Nevada

Monday, May 8, 2023

Reported by: Brandi Ann Vianney Smith  
Job No.: 986099

1 A P P E A R A N C E S

2

3 BOARD MEMBERS PRESENT

4 MATTHEW DENT, CHAIR

5 SARA SCHMITZ, VICE CHAIR

6 DAVE NOBLE, SECRETARY

7 RAY TULLOCH, TREASURER

8 MICHAELA TONKING, TRUSTEE

9 -o0o-

10

11 I N D E X

12 PAGE

13 A. Pledge of Allegiance 3

14 B. Roll Call of Trustees 3

15 C. Initial Public Comment 4

16 D. Approval of Agenda 76

17 E. General Business 77

18 F. Final Public Comment 151

19 G. Adjournment 153

20 -o0o-

21

22

23

24

25

1 INCLINE VILLAGE, NEVADA -- MAY 8, 2023 -- 6:00 P.M.

2 -oOo-

3

4 MATT: Mr. Chairman, we are now live and  
5 on the record.

6 CHAIR DENT: Thank you.

7 All right. I'd like to call the regular  
8 meeting of Incline Village General Improvement  
9 District Board of Trustees to order. It's 6:00  
10 P.M., May 8th, 2023. We are located at the Chateau  
11 at 955 Fairway Boulevard, Incline Village, Nevada,  
12 and via Zoom.

13 Item A is the Pledge of Allegiance.

14 A. PLEDGE OF ALLEGIANCE

15 (Pledge of Allegiance.)

16 CHAIR DENT: Thank you.

17 Item B is the roll call of trustees.

18 B. ROLL CALL OF TRUSTEES

19 CHAIR DENT: Trustee Schmitz?

20 TRUSTEE SCHMITZ: Here.

21 CHAIR DENT: Trustee Tonking?

22 TRUSTEE TONKING: Here.

23 CHAIR DENT: Trustee Noble?

24 TRUSTEE NOBLE: Here.

25 CHAIR DENT: Trustee Tulloch?



1 TRUSTEE TULLOCH: Here.

2 CHAIR DENT: And I'm Trustee Dent. We do  
3 have a quorum. All five trustees are present.

4 Moving on to item C, Initial Public  
5 Comment.

6 C. INITIAL PUBLIC COMMENTS

7 CHAIR DENT: I will just remind everyone  
8 to please state your names slowly and give your  
9 address.

10 We do not have a district clerk present  
11 for tonight's meeting, and we're using a court  
12 reporter. So that person does not know you, so if  
13 you could say your name slowly and your address,  
14 that will help in the process.

15 The first up will be Joe Wolf.

16 MR. WOLF: My name is Joe Wolf, 515 Eagle  
17 Drive, Incline Village, Nevada.

18 It has come to my attention in the last  
19 half an hour that posted to the IVGID Board of  
20 Trustee website, about an hour ago, using the own  
21 numbers from this very Board of Trustees, shows that  
22 the Incline Village Championship Course is going to  
23 break even or actually make money this year. It's  
24 your own numbers doing that. Here it is -- this is  
25 going to be entered into the minutes, and I suppose

1 none of you have seen it because you didn't have  
2 access to the website. But I'm pretty sure Michaela  
3 has seen it. And I don't know if Mr. Turlloch or  
4 anyone else has seen it, but Michaela's seen it,  
5 showing an \$85- to \$86,000 profit this coming year  
6 without the increases you're all talking about of  
7 raising the fees.

8           And it also includes -- oh, that's right,  
9 the cart driving around so that people can enjoy an  
10 adult beverage on the golf course or a refreshment  
11 of some kind.

12           You guys need to wake up and smell the  
13 coffee. Come to your senses. People moved here  
14 because of the amenities, i.e., golf, the ski  
15 mountain, that beaches, and you're going to try and  
16 screw it all up.

17           It's been nice up until this point in  
18 time, until this board came together and said, we  
19 need to increase things by 28 and 29 percent.

20           Stop it, grow up, and get real.

21           Who do I give this to? Who's the  
22 secretary?

23           CHAIR DENT: Thank you, Mr. Wolf.

24           Moving on to Ms. Hill.

25           MS. HILL: Hi. My name is Monica Hill,

1 1093 Tiller.

2           And I would like to make a few comments on  
3 the surprisingly controversial topic of our Incline  
4 Village golf clubs getting advanced tee times.

5           I first want to point out that the  
6 facilities that have valuable fixed assets and  
7 especially those that have limited capacity, like  
8 our golf courses, need a foundation of financial  
9 support to be successful.

10           That's why private gyms, our Rec Center,  
11 also ski areas, including ours, sell all you-can-use  
12 passes getting a full year of fees in advance.

13           That's why bowling alleys have leagues  
14 playing in their prime time, after-work slots, at a  
15 discount.

16           Every public and semipublic golf course in  
17 American actively markets themselves to clubs and  
18 group events, and allows those groups to prebook.

19           Now our board is considering limited club  
20 advanced tee times, in addition, threatening to  
21 apply some newly created government regulation  
22 relating the club's open membership to determine  
23 which clubs qualify to receive advance tee times.

24           So, our clubs could be restricted from  
25 making advanced tee times, but outside, non-resident

1 groups will continue to be able to book in advance.

2 How does that make sense?

3           Our clubs are all unique with their own  
4 bylaws, elected officers, membership criteria, some  
5 are women only, some are men only, one is for those  
6 to play skins games, several have caps on membership  
7 to make it easier for them to manage their events,  
8 one plays only at the Mountain Course, two play only  
9 on Fridays, at least two were formed 52 years ago,  
10 and most of them have been around for over 30 years.

11           The clubs' golfers are all Picture Pass  
12 Holders. Not one club is currently managed or  
13 controlled or regulated in any way by IVGID. Do we  
14 really want the government involved in dictating how  
15 to manage our clubs?

16           The clubs' members pay for play all season  
17 long, and not just in the prime summer months. But  
18 at least one trustee has suggested that club play  
19 should be limited in the prime season,  
20 notwithstanding that the clubs are the foundation of  
21 support for the courses in the shoulder seasons.

22           Plus, the clubs have a huge number of  
23 luncheons and banquets, primarily on weekdays,  
24 generating hundreds of thousands of dollars of IVGID  
25 revenue, which allows for better staffing and

1 coverage of overhead for the entire Chateau  
2 facility.

3 Any seasoned business person would realize  
4 that these are groups that should be catered to, not  
5 restricted, blacked out, or regulated.

6 In closing, I ask that you recognize the  
7 true value and huge contribution that our clubs  
8 bring to the golf course in our community.

9 Thank you.

10 CHAIR DENT: Thank you, Ms. Hill.

11 Next up, Mr. Able.

12 MR. ABLE: Michael Able, 900 Southwood.

13 I came here this evening to ask the  
14 trustees to respect the concept of fairness when it  
15 comes to golf course access and rates.

16 I'm not a member of any club, but myself,  
17 my friends, and neighbors love to play the two  
18 Incline courses, this, when we can get tee times.

19 For too long IVGID management has bent  
20 over backwards to cater to the golf clubs, often  
21 going beyond what has been authorized by the  
22 trustees; this is to the detriment of non-member  
23 residents to who lose access to core play times and  
24 sometimes access to any play times.

25 A multi-play pass at the Champ Course is a

1 poor option when so many of the good tee times have  
2 been reserved by the golf clubs.

3 I get particularly annoyed when I see a  
4 twosome or a threesome teeing off when I know the  
5 tee time was reserved and not played.

6 Ninety-nine percent of the U.S. golf  
7 courses charge the full rate for no-shows. I'm not  
8 sure about IVGID's policy on no-shows. Maybe not so  
9 much. The courses also seem to lack an alert system  
10 for standbys to play in place of no-shows.

11 It is not my intent to drive the golf  
12 clubs out of Incline. The clubs bring value and a  
13 lot of bonhomie to our community.

14 But the other sometime golfers and  
15 non-golfers should not be an ATM machine for these  
16 golf clubs, nor should sometime-residents players be  
17 deprived of core tee times.

18 If the courses need to be modestly  
19 subsidized, so be it. They're a core part of our  
20 mountain environment, used by walkers, skiers, snow  
21 bunnies, and residents just driving by the  
22 beautiful, open spaces.

23 I do not envy your job as trustees this  
24 evening. I only ask that non-club members be given  
25 an equitable access to tee times and access to

1 non-discriminatory rates.

2 Thank you.

3 CHAIR DENT: Thank you, Mr. Able.

4 Next up, Ms. Becker.

5 MS. BECKER: My name is Diane Becker, and  
6 I'm a full-time resident of --

7 (Technical difficulties with timer.)

8 MS. BECKER: I'd like to see what my time  
9 is.

10 CHAIR DENT: Ms. Becker, I'll do three  
11 minutes, and then I'll give you a 30-second warning.

12 MS. BECKER: That would be great.

13 My name is Diane Becker, and I'm a  
14 full-time resident of Incline Village.

15 I sent each of you an email, and I've  
16 also -- and what I handed out, today I've given you  
17 an opinion of ethics committee of the Nevada  
18 Commission on Ethics, number 93-34, that was  
19 actually sent to Incline Village that says, among  
20 month other things:

21 "The Nevada Revised Statutes prohibits the  
22 use of one's position in government to  
23 secure or grant unwarranted, privileges,  
24 preferences, exceptions, or advantages to  
25 any person or entity."

1           And it goes through a discussion that I  
2 think you'll find useful to understand why I believe  
3 all Picture Pass Holders need to be treated equally  
4 with respect to access to the golf courses.

5           I was very disappointed when I read in the  
6 materials that 43 percent of the preferred tee times  
7 have already been given out in February to the golf  
8 clubs, not to individuals, but to unnamed people at  
9 the golf clubs to allocate out.

10           And that the people who are Picture Pass  
11 Holders who are not in golf clubs have not even been  
12 able to make reservations.

13           And how can that be equal access, and how  
14 can the other venues be asked to somewhat subsidize  
15 the losses in golf?

16           Although, with due respect, someone said  
17 that they're breaking even, the break-evens, I know  
18 don't include depreciation, debt, or some other  
19 items, I can't remember what the third one is, so,  
20 they are breaking even.

21           But it's not a problem when one venue  
22 supports another venue, because, sometime, there may  
23 be no snow and ski will need support.

24           But it is a problem when other people, who  
25 are not golfers, and who are not in golf clubs, are



1 asked to support losses in the golf clubs.

2           It's also a problem when people think,  
3 well, we're having of all these banquets, and we're  
4 doing so much for the clubs, when we see that \$1,000  
5 a day is lost at the Champ Course, and when we see  
6 there's a loss on almost every event that is given.

7           So there's a lot of things that need to be  
8 worked on by the trustees, and I do feel it's the  
9 trustees' responsibility to be sure that we do  
10 something about the losses.

11           I'm not saying you have to cover  
12 everything, but I am saying you have to treat all  
13 Picture Pass Holders equally.

14           It is also to me a disaster to decide,  
15 well, the golf clubs don't want to pay reservation  
16 fees, and, yeah, it's not fair to treat other  
17 Picture Pass Holders differently, and so we're just  
18 going to cut out reservation fees. That's \$11,000  
19 of fees that you're going to be cutting out, and you  
20 have a loss that you need to cover.

21           CHAIR DENT: Thirty seconds.

22           MS. BECKER: And worse yet, what is going  
23 to happen is you're going to have people no-showing,  
24 more no-shows with no reservation fees, and we're  
25 going to lose more money. That's not the way to go.

1 And, lastly, I will just say this: I  
2 think IVGID is a wonderful place with wonderful  
3 venues, but everybody should get together and help  
4 support each other in the various venues.

5 Thank you.

6 CHAIR DENT: Thank you, Ms. Becker.

7 Next up, Mr. Hershberg (phonetic).

8 MR. HERSHBERG: My name's Stan Hershberg,  
9 and I'm a full-time resident here, and a Picture  
10 Pass Holder.

11 First of all, I want to thank the trustees  
12 for all of their hard work and for taking a deep  
13 dive into this particular subject.

14 I don't oppose having other venues  
15 subsidize the reasonable golf, on occasion, because  
16 golf is a benefit to IVGID and its property owners.

17 But a \$1.5- or \$2 million or more subsidy  
18 has occurred in the past, is really out of line.

19 I also oppose subsidizing golf work. Any  
20 recreation venue which discriminates in any manner  
21 as to the benefits given to Picture Pass Holders at  
22 any particular venue.

23 I ask that all Picture Pass Holders  
24 golfers be treated the same and that any and all  
25 different of special benefits that have been

1 conferred, without or without board approval, upon  
2 golf clubs or Picture Pass Holders or members of  
3 golf clubs be immediately stopped.

4           Every Picture Pass Holder who wants to  
5 golf at our golf venue should be entitled to the  
6 same benefits and charged identically, just as there  
7 are no special privileges given to select groups at  
8 any other IVGID venue.

9           Golf clubs should have no special  
10 privileges or rights at all to reserved preferred  
11 tee times, including being able to reserve early or  
12 without reservation fees. All reservations to be  
13 offered equally to Picture Pass Holders whether or  
14 not they are members of a golf club.

15           Governmental entities and their governing  
16 boards cannot legally and should not give privileges  
17 to any individuals or groups.

18           I do not understand how the discrimination  
19 demonstrated in tonight's board packet ever occurred  
20 or would be allowed to continue as this causes a  
21 loss of faith in government by those who are  
22 governed.

23           I also have heard that some of the golf  
24 clubs are charging a markup on tee times and  
25 reservation, which, if true, must be stopped.

1 I understand that golf club members have  
2 been -- who have been unfairly privileged would not  
3 want to loose their special privileges and preferred  
4 charges, but I hope that they will think about the  
5 unfairness of the current procedure to others and  
6 support policies that are fair and equitable to to  
7 all. IVGID residents should not be subsidizing the  
8 golf club members.

9 Thank you.

10 CHAIR DENT: Thank you, Mr. Hershberg.

11 Next up, Mr. Tanner.

12 MR. TANNER: My name is Mark Tanner, 914  
13 Jennifer Street. I live here all the time.

14 I want to thank you for taking on a tough  
15 subject. I guess when people get elected, that's  
16 what you have to do is take on the tough ones.

17 I actually read all 62 pages of the study.  
18 I think it's very thorough. I think it's done very  
19 well.

20 What I like is to set out the guiding  
21 principles, because if you can agree on the guiding  
22 principles, then the recommendations will flow into  
23 that very nicely.

24 If you don't have an agreement on the  
25 guiding principles, you'll just keep spinning your

1 wheels.

2 So, I'd guess I'd make four points:

3 One is that I do believe we should reduce  
4 dependence on Diamond Peak. I don't think any  
5 entity or any activity in the town should be  
6 over-subsidized by one or the others. I think the  
7 beneficiary should bear more of the cost. It seems  
8 to me, as I look at what you've proposed, you know,  
9 to go from \$24 for a nine-hole round at Mountain  
10 Peak up to \$55 at the Championship Course, I mean,  
11 those are great rates. Those are great, great  
12 rates. I don't know where else you can golf for \$25  
13 to \$55, especially at this kind of a venue. So, I  
14 think that's great.

15 I do -- I also question the logic of golf  
16 clubs getting special privileges.

17 If I were to form a tennis club, would I  
18 be able to get me and my friends to be able to have  
19 other Picture Pass Holders put to the back of the  
20 line? I don't think that would be fair.

21 If I decided to have a beach volleyball  
22 club at Burnt Cedar, and I could reserve the  
23 volleyball court and other people couldn't, that  
24 wouldn't seem fair to me.

25 So, I really do question the logic of a

1 club having special benefits over the regular  
2 Picture Pass Holders.

3           And, finally, I would encourage you do to  
4 anything you can to make it easier for the rising  
5 generation to both learn and love golf. If we can  
6 help them be able do that, I think that would be  
7 great. Not just wait until someone can afford to  
8 buy a home in Incline Village that they could learn  
9 to love golf before that. Because, otherwise, it  
10 could be very expensive to even learn it.

11           I thank you for your service.

12           CHAIR DENT: Thank you, Mr. Tanner.

13           Next up, Ms. Wolf.

14           MS. WOLF: Polly Wolf, 515 Eagle Drive.

15           You know, it amazes me when people move  
16 into town from somewhere else, and about 30 days  
17 later, they start telling us how we're doing it  
18 wrong, and yet we've managing to live here all these  
19 years just fine.

20           I find it incredulous, Sara, that you have  
21 never played a round of golf, you don't know how to  
22 play golf, you've never played at the Champ Course,  
23 you've never bothered to join a women's league and  
24 learn anything about it, but here you are, telling  
25 us what you know about golf clubs.

1 I find it incredulous that two CPAs have  
2 blown your numbers out of water. And as far as how  
3 much money the golf clubs spend with tee times at  
4 the pro shop and food and beverage. But you won't  
5 listen. And one of them is on your committee.

6 And I also find it incredulous that you  
7 will listen to the nine cave people who came here  
8 and do nothing but whine and complain about how  
9 awful it is here. They just moan and they offer  
10 nothing to this town. And yet you listen to them.

11 So you're not a golfer, you're not a CPA,  
12 you didn't understand the word "unanimous" when it  
13 came to voting for the Rec Center.

14 You need to go back and talk to people who  
15 actually are golfers and that know -- that knows  
16 some money.

17 And just as side note, as Strother Martin  
18 said to Butch Cassidy in the Sundance Kid, "Morons.  
19 I've got morons on my team." And I'm afraid we've  
20 got some of them on this board.

21 Thank you.

22 CHAIR DENT: Thank you, Ms. Wolf.

23 Next up, Mr. Holman (phonetic).

24 MR. HOLMAN: Hello. Mick Holman, Incline  
25 resident.

1 First, I want to say that I'm not going to  
2 apologize to certain trustees if you find the  
3 financial and other information I've compiled to be  
4 inconvenient.

5 I've spent my entire professional career  
6 dedicated to the publication to accurate, unbiased  
7 financial information so leadership and investors  
8 can make informed decisions.

9 So, when I see information that is  
10 incomplete or presented in a biased format in order  
11 to drive an agenda, I'm going to speak up.

12 With that in mind, I sent a note to the  
13 trustees yesterday. It included a set of financial  
14 projections that modeled the overall impact of  
15 various rate increase options.

16 I want to highlight some points:

17 First, the analysis showed that a  
18 combination of the reduced tee intervals and dynamic  
19 pricing discounts, along with an across-the-board  
20 increase of five to eight percent to give golf  
21 operations to break even or better in an operating  
22 cash flow basis. This excludes capital.

23 Per the board's pricing policy, capital  
24 costs, which does include depreciation, are covered  
25 by facility fees.



1           Second, the analysis retained in  
2 All-You-Can-Play Passes the Champ Course have a \$4  
3 average per round revenue difference between  
4 All-You-Can-Play passes at \$66 and Picture Pass  
5 Holders at \$70.

6           All-You-Can-Play Pass Holders are our  
7 most-loyal customers. They provided an upfront,  
8 guaranteed revenue of over \$400,000 last year, they  
9 disproportionately fund the range, likely accounting  
10 for over \$50,000 of the range revenue, and are the  
11 biggest spenders and the restaurant and pro shop.

12           You're taking a significant risk that many  
13 of these residents will leave if you eliminate the  
14 passes. And for what? For a \$4-per-round discount.  
15 Really?

16           The staff's assuming they'll only fill  
17 about 65 percent of incremental tee times, so we  
18 know these members aren't displacing other golfers.

19           The majority of that lost revenue from any  
20 departure will be a direct hit to the bottom line  
21 because costs are largely fixed and won't be  
22 reduced.

23           Every other golf venue in the area has  
24 all-you-can-play options. This makes this real.  
25 Why take the risk?

1 I propose a better solution: Let's just  
2 reduce the average gap. Let's add a two-percent  
3 kicker to the all-you-can-play rate increase, so if  
4 you're increasing overall rates by five percent,  
5 then increase the all-you-can-play rate by seven or  
6 even eight percent versus last year's structure.  
7 It's a win/win.

8 Third, I want to reiterate some points I  
9 made at an earlier meeting regarding the economics  
10 of a normal golf operation and how that relates to  
11 the unique situation at Incline.

12 Let's pretend we're operating golf like a  
13 typical business. We're not giving golf all the  
14 tools normal golf clubs have to make it financially  
15 viable. We're not giving banquet events. We're not  
16 providing the benefit of a year-around dinning  
17 experience benefiting the Chateau's location.

18 CHAIR DENT: Thirty seconds.

19 MS. MURRY: And we're not doing other  
20 things we could to optimize other revenue  
21 opportunities in the off season.

22 So let's not pretend that with only four  
23 to five months of golf revenue, we can make the  
24 operations, as we choose to narrowly define it, work  
25 on its own financially.

1           If we think we can, I think we're chasing  
2 unicorns.

3           Thank you.

4           CHAIR DENT: Thank you, Mr. Holman.

5           Next up, Ms. Murry.

6           MS. MURRY: Leslie Murry, 976 Fairway View  
7 Court, Incline Village.

8           I first pointed out that the rec  
9 facilities in tennis and pickle ball do reserve  
10 courts for the entire season for clinics, for  
11 leagues, for lessons, for kids, and people of all  
12 ages.

13           I'd also state that most people I've  
14 talked to regarding golf are not opposed to a  
15 reasonable increase in green fees.

16           But it seems that all six golf clubs feel  
17 that the prebooking fee is a non-workable component  
18 for clubs, and part of the your job as trustees is  
19 finding a solution that addresses and preserves the  
20 ability for the Incline golf clubs to continue and  
21 to thrive.

22           When a proposed idea upsets the majority  
23 of the golfing community, it is your responsibility  
24 to figure out how to work together with us for a  
25 workable solution.

1 We want to trust you. You are hearing us,  
2 and we want to trust that you want to work with us,  
3 not against us.

4 Do you truly understand why your proposed  
5 prebooking fee is detriment to the golf clubs? Have  
6 you taken the time to call someone and ask why that  
7 has not worked for a golf club?

8 It is important that you understand why  
9 we're upset. Show us some compassion. Your  
10 responsibility is to listen and work toward a mutual  
11 solution.

12 I am a member of the Mountain Niner's golf  
13 club, and if there was ever a golf course that  
14 really serves their community, the Mountain Course  
15 is it.

16 We have 150 golfers, and some of them have  
17 become golfers here in the Village because of this  
18 incredible amenity.

19 Did you know that we have a group of older  
20 senior women who only put, that are outside enjoying  
21 the fresh air and socializing with us? The Mountain  
22 Course has been accessible and affordable, and the  
23 staffing is lean, but wonderful.

24 And as a Mountain Niner, I can only  
25 reserve a tee time no more than two weeks in

1 advance.

2 I urge you not to be so quick to undo all  
3 that makes our golfing community special.

4 As we enter the second week in May, I  
5 recommend that you table the prebooking fee  
6 component and learn what other venues do.

7 You, as trustees, should not be in the  
8 business of shutting down programs, which we fear  
9 the prebooking fee will result in.

10 CHAIR DENT: Thank you, Ms. Murry.

11 Next up, Mr. Hall.

12 MR. HALL: My name is Brad Hall. I'm a  
13 30-year resident of Incline. I'm at 656-14th Green  
14 Drive.

15 I did not come to Incline because of the  
16 golf course or the ski area or the Rec Center or the  
17 tennis courts or the beaches or Preston Field or the  
18 skate park or the disc golf park or the bike park or  
19 Aspen Grove. I came because off all of those  
20 things.

21 And I believe most of the residents  
22 in Incline appreciate the fact that the whole is  
23 greater than each individual part.

24 I think over the last 30 years that I've  
25 been here, the IVGID board has done an admirable job

1 of maintaining and improving the facilities which we  
2 have.

3 I noticed in the agenda items on page 32,  
4 there was a statement that said, quote, over the  
5 years, the golf courses have been successfully  
6 operated as a component of the overall community  
7 services, recreational venues, and amenities  
8 provided by the District.

9 Please don't lose site of the value that  
10 Incline is more valuable in total than it is by any  
11 individual piece.

12 With regards to the annual rec fee, I  
13 noticed also in the representation on page 8, it  
14 said that we have an excess community service fund,  
15 the amount was not identified, but it said that it  
16 said that this fund has gone up for years, and that,  
17 quote, it was developed due to over-collection of  
18 rec fees and delayed cap X.

19 I'm not here to suggest the rec fees are  
20 too high. I don't believe that's the case. I think  
21 we buy property in Incline, we understand what the  
22 rec fees are for: It's for all of the facilities  
23 that we have.

24 I've view the rec fee as sort of  
25 synonymous to property taxes, which we all pay. I

1 would not argue that my property taxes should not be  
2 used for schools if I didn't have children in  
3 schools because the property taxes are for a common  
4 good.

5 I view the rec fee which we pay in Incline  
6 for the common good, our local public common good  
7 for all the facilities for which we have.

8 Thank you.

9 CHAIR DENT: Thank you, Mr. Hall.

10 Next up, Mr. Wallwrach (phonetic).

11 MR. WALLWRACH: Yes, I'm Kent Wallwrach,  
12 260 Lakeview Avenue.

13 I'd like to, first of all, thank the  
14 trustees for all the amount of work that went into  
15 preparing that 62-page report in advance of this  
16 meeting, because at our meeting in April, we were  
17 all over the board with where the numbers were at.  
18 So, to have such a thorough analysis of the actual  
19 situation we're facing here was fantastic to have.

20 Some comments, having read all 62 pages  
21 like the other gentleman.

22 First of all, I think the value of this  
23 golf course, which is a world-class golf course, is  
24 not being measured appropriately against the other  
25 golf courses.

1           So when you look at Gray's Crossing, which  
2 we did compare ourselves against, Edgewood, you made  
3 statements in the report that you would not compare  
4 against them because of their Century Tournament  
5 that they have there and a few other things, I would  
6 disagree, one hundred percent, with that strategy  
7 with regards to setting your pricing.

8           The facility that we have here, the golf  
9 course, the beauty, I think it's appropriate that  
10 we're having our meeting tonight here in the  
11 Chateau, when you can look out and see just the  
12 stunningness of this facility, there's no reason  
13 with 15 million visitors coming to Lake Tahoe every  
14 year, and we have 9,000 residents, but with those 15  
15 million residents, that we shouldn't be right at the  
16 top of the list with all three of those other golf  
17 courses.

18           So, if just went and matched old Greenwood  
19 or Gray's Crossing or even up to Edgewood, we would  
20 raise another \$150- to \$300,000 in our golf revenue  
21 just by matching what these other courses, and I  
22 think we have a superior golf course and facility to  
23 our competitors.

24           So, I think we should take that into  
25 consideration.



1           Also in this inflationary period, I think  
2 your rule about the Picture Pass Holders' rates  
3 being 50 percent of the non-rate, an inflationary  
4 period like where we are right now where the visitor  
5 rates are so high, I think that that should be  
6 variable. So, maybe, it should be 40, if you can  
7 get \$300 a round from the 15 million visitors coming  
8 to Lake Tahoe every year.

9           So I think you should take that into  
10 consideration.

11           The second point I'd like to make is the  
12 food and beverage. I see we lost \$161,000 on  
13 \$600,000 in revenue. A facility like this, looking  
14 out here --

15           CHAIR DENT: Thirty seconds.

16           MR. WALLWRACH: -- this space that we're  
17 all sitting in right now should be generating \$4  
18 million a year as a destination restaurant, cutting  
19 at least 10 percent of \$400,000 a year, which would  
20 be a \$560,00 turnaround on the books.

21           So, if you'd like to have further  
22 discussion about that idea or strategy, I'd be happy  
23 to visit with you.

24           Thank you.

25           CHAIR DENT: Thank you, Mr. Wallwrach.

1 Next up, Ms. Hitner (phonetic).

2 MS. HITNER: Hi. Hiedi Hitner, 1401  
3 Tirol.

4 So, following the last golf board meeting,  
5 I know we were tasked for the deep type. Sara, you  
6 were particularly tasked as the exclusive trustee to  
7 work on this with Darren.

8 There's three good things, and three  
9 horrible things in the current recommendation. And  
10 I looked at from the lens of what is it going to  
11 cost me to play golf.

12 The first good thing, and noted at the  
13 bottom of the handout as well: Couples living under  
14 the household can use the combined play pass.

15 The second good thing is the removal of  
16 the prebooking fee.

17 And the third good thing is actually with  
18 the proposed rate the couple's play pass at the  
19 Champ Course has a discount of 16 to 17 percent  
20 versus the current rates. I'm not sure that was the  
21 intent, but it was sure a good outcome.

22 The horrible:

23 As an individual golfer at the Mountain  
24 Course, if I play more than twice a week, June,  
25 July, August, and September, I have an 81 percent

1 increase my rate. I'm going to from \$865 to now  
2 \$1,569. Seems pretty punitive considering we're  
3 considering raising guest rates eight percent, yet  
4 we seem very comfortable to make an 81 percent  
5 increase for our Mountain individual golfers.

6 At the Champ Course, we are increasing  
7 rates 31 percent from a current, limited  
8 All-You-Can-Play individual from 2596 to 3404.

9 The Couple's Play Pass at the Mountain,  
10 because couples can share the same pass, has an 18  
11 percent increase. All materially higher than we are  
12 charging any of our Non-Picture Pass Holder rates.

13 So, I would thank you for the three good  
14 things, and I would encourage that the play pass  
15 rate is no more than an eight-percent increase off  
16 the current rate.

17 CHAIR DENT: Thank you, Ms. Hitner.

18 Next up, Mr. Price.

19 MR. PRICE: Steve Price, 170 Village  
20 Boulevard, number 30.

21 I'm not here to comment on golf. Although  
22 I am a golfer, and I have many opinions.

23 But I am here for a different reason,  
24 which is to invite all of you, including you all out  
25 there the audience, to our annual Memorial Day

1 service at Burnt Cedar of Memorial Day, the 29th.

2           The event begins at ten o'clock, but we  
3 ask that you arrive somewhere around 9:30, enjoy the  
4 preprogrammed music, and enjoy the ceremony itself.

5           It's a salute to those people who have  
6 made the ultimate sacrifice in the defense of our  
7 nation.

8           So, I hope to see you there. I know  
9 members of the board have in the past attended, and  
10 I look forward the seeing, not only the board  
11 members, but also those of you that are in  
12 attendance today.

13           Thank you.

14           CHAIR DENT: Thank you, Mr. Price.

15           Next up, Mr. Watson.

16           MR. WATSON: My name's Rob Watson, and I'm  
17 at 361 Country Club Drive.

18           My wife and I have been residents of  
19 Incline Village for almost 6 years. I have a lot of  
20 experience in the golf industry, as I've run a  
21 private country club, I'm a member of other private  
22 clubs, one being in Tahoe, and I'm currently a board  
23 member of IVGC.

24           We do not winter in the Tahoe area, but  
25 recognize Diamond Peak has value to other community

1 members and our real estate.

2           Unfortunately, I have not paid attention  
3 to the politics of this area. That has changed as  
4 the research I've been conducting over the last 30  
5 days has revealed there is a minority fraction that  
6 is feeding misinformation to this board, maybe at  
7 the desire of some of the board trustees.

8           I reviewed the 62 pages that are being  
9 presented tonight. It appears to me this  
10 presentation was done by one board member and two  
11 employees, albeit at least one of these people have  
12 golf experience.

13           I noticed it contained some  
14 recommendations from the 2021 golf committee report.  
15 I ask you, where's the golf committee report for  
16 2022?

17           I guess the Board of Trustees decided to  
18 disband the committee and take the job on  
19 themselves. I believe that is a big mistake, since  
20 we are in the first week of May, and no decision has  
21 been made on this year's golf guidance.

22           You put undue pressure on our golf  
23 management team at a time when we've had the biggest  
24 winter in 40 years, which adds additional pressure  
25 to our team.

1 I've reviewed many emails to the Board of  
2 Trustees from many community members, but due to  
3 tonight's time restraints, I will mention only the  
4 latest where several community-member CPAs,  
5 knowledgeable of golf, point out data that is  
6 lacking in tonight's 62-page report.

7 Since this issue has not been handled  
8 properly by this Board of Trustees, I hope you will  
9 pause any effort to change guidance to our  
10 management until a proper community golf committee  
11 can be formed to investigate operations, golf  
12 competition in the area, and the entire community's  
13 feeling about our golf course.

14 I hope you will consider these  
15 recommendations for the season:

16 Raise golf rates, I would hope by no more  
17 than five to eight percent. Do not change any of  
18 the passes this year. How can you want to reduce  
19 the amount of moneys we receive before we even start  
20 the golf season? That's just crazy. Ask any  
21 competent, semi-private or public course GM. It's  
22 just crazy.

23 Get rid of the prebook fee for all Picture  
24 Pass Holders. That was ridiculous. I don't how  
25 that got implemented. And keep it for the

1 Non-Picture Pass Holders.

2 CHAIR DENT: 30 seconds.

3 MR. WATSON: Go forward with the  
4 recommendation of management to reduce tee time  
5 intervals to ten minutes; this could clearly bring  
6 in more revenue.

7 And, finally in closing, I have to ask:  
8 How did we manage to not generate a profit from  
9 weddings that are put on at this beautiful place at  
10 the Chateau? It's incredible. I'm putting on a  
11 wedding at the Hyatt this summer, and the only  
12 reason I'm doing it there is because nobody called  
13 me back and gave me pricing or anything when I asked  
14 about it.

15 Thank you very much.

16 CHAIR DENT: Thank you, Mr. Watson.

17 Next up, Mr. Hitner.

18 MS. HITNER: Hello all. Who would have  
19 thought we would have a board meeting when we  
20 weren't just screaming at Indra. This is pretty  
21 good.

22 CHAIR DENT: State your name and address  
23 for the --

24 MR. HITNER: Joe Hitner, 1401 Tirol.

25 Guys, I've been thinking a lot about the

1 golf. I've been thinking a lot about the last  
2 couple of years, how this has been managed.

3           We used to have meetings in here. It used  
4 to have a nice bar in the back. We traded that for  
5 a sheriff because things get so out of hand, and  
6 it's because of the nine people who just stir up  
7 everything in this town.

8           But the mission vision and values here is:

9           "With a passion for quality of life in our  
10           environment, Incline Village General  
11           Improvement District will enhance the  
12           reputation of our community as an  
13           exceptional place to live, work, invest,  
14           and play."

15           As the Wolf man said earlier, these  
16 include all the amenities for all of us, and I like  
17 the balanced approach by a lot of my neighbors here  
18 who talk about, while they may not use all the  
19 amenities, that's why we're all here.

20           The mission is:

21           "To improve and delivers exemplary  
22           recreational experiences, provide the  
23           highest level of water" --

24           We got that.

25           -- "Sewer, solid waste" --



1 We hear a lot of solid waste here in these  
2 meetings.

3 -- "while striving for fiscal and  
4 environmental stability. We're dedicated  
5 people providing service for our community  
6 and environment with integrity and  
7 teamwork."

8 The board's sadly lacking in that and the  
9 mantra: One district, one team.

10 You guys have been pitted against each  
11 other forever.

12 Ray, you know, as a consultant, you worked  
13 with a lot of companies, most recently power  
14 companies in California, that doesn't seem to be  
15 going too well in California for those folks.

16 But your first move here was being a swing  
17 vote on taking resources that we used to attract  
18 employees and retention, and taken away their  
19 ability to use our amenities. Big hit.

20 Mr. Dent, your most-recent accusations  
21 about financial incentives provided to you, that's a  
22 scary thing.

23 Sara, somebody mentioned earlier the rec  
24 fee -- or the Rec Center losing \$26 million on that  
25 because we didn't understand the vote, even comments

1 on giving golf carts to external residents, not our  
2 own, with our new golf carts shows me how little you  
3 know about golf, and the fact we paid for those golf  
4 carts.

5           Guys, you're supposed to represent us.  
6 You should be attempting to set the best example of  
7 all of us, but you continue your infighting and  
8 agendas at the cost of our employees -- we have  
9 insane turnover of good people -- and our community.

10           CHAIR DENT: Thirty seconds.

11           MR. WATSON: You go out of your way to  
12 acknowledge a support the smallest, angriest  
13 minority of our town instead of hiring another  
14 consultant.

15           It might be time for guys to get together  
16 in a room and try and figure this out. Try reading  
17 your mission vision and values.

18           You've managed to take the fun and put it  
19 back in dysfunctional, and the trust out of trustee.  
20 We might need a reset.

21           Thanks for your time.

22           CHAIR DENT: Thank you, Mr. Hitner.

23           Next up, Mr. Zuck (phonetic).

24           MR ZUCK: Hello. Dwight Zuck at 978  
25 Fairway View Court. I've been in the Incline

1 Village or about three years now.

2           Having spent decades over on the west  
3 shore in Tahoe City with my wife's family's cabin,  
4 our desire to escape and have a place to -- we had  
5 to sell that property back in 2015/2017.

6           Anyway, we love Tahoe, and I think  
7 everything here that's in this room is here because  
8 they love Tahoe too.

9           A lot jewels, including Crystal Bay,  
10 Diamond Peak, Emerald Lakes, and everywhere.

11           We settled here in Tahoe City, and we love  
12 it. I had heard, oh, it's organized. It's got  
13 planned activities for people, and I'm thinking,  
14 that's not for me. That's for people who don't know  
15 how to arrange their own fun.

16           Anyway, we've enjoyed it. We've been  
17 skiing. I've had ski instructors that are sitting  
18 in the table in front of me. I love the golf. I'm  
19 not a golfer, by the way, and that's the main  
20 premise here.

21           I'm not a golfer, but I came here -- and  
22 where did I buy my house? On the first tee box,  
23 right behind us over here.

24           And I thought, honey, why are we doing  
25 this, were not golfers? Well, we golf once, twice a

1 year, maybe, when somebody else invites us.

2           Since then, our first year, going into  
3 first summer, I said, "Honey, you need something to  
4 do."

5           She says, "Well, I'll join the Mountain  
6 Niners."

7           And, hallelujah, it's been a relief. She  
8 loves it, and this is her third year coming up.  
9 She's on the social committee.

10           And going into the winter, another  
11 neighbor said that we met because of Mountain  
12 Niners, and we started doing things with them. It's  
13 quite a big group there and I encourage all of you  
14 to go see them when they launch on a Tuesday or  
15 Thursday morning.

16           I was asked to join the TIGC. I said, "Is  
17 that the snobs or the slobs?"

18           They said, "The slobs."

19           I said, "Okay. I can do that."

20           And as a result, I've playing golf,  
21 probably in the year before only two times, but  
22 the -- and had people come and I paid their  
23 pre-advanced fees and everything.

24           Last year I did play golf, probably, eight  
25 or ten times at the IGC. That's revenue that I

1 wouldn't have paid otherwise.

2 All my dues, I believe ended up in the  
3 coffers of Incline Village. I buy goods there for  
4 my golf. And I'm proud of being a member.

5 And then to hear all this stuff --

6 CHAIR DENT: Thirty seconds.

7 MR ZUCK: -- it's very frustrating that we  
8 can't figure out a better way. I think we can  
9 figure it out, and I think we gotta work together.  
10 I know we can continue to make golf a good thing  
11 here at Incline Village, and keep the people -- the  
12 local residents as priorities.

13 I don't know if you guys are getting  
14 pressure from the new owners of the Hyatt or what it  
15 is, but, certainly, it doesn't make sense that we  
16 should be second-fiddled citizens.

17 CHAIR DENT: Thank you, Mr. Zuck.

18 Next up, Mr. Wang.

19 MR. WANG: Good evening. My name is Mike  
20 Wang. Live at 780 Golfer's Pass. I've been part a  
21 part-time and full-time resident here since about  
22 1994.

23 I am not a member of the golf club,  
24 although. I do try and play golf, which means I try  
25 and address the ball, give it direction, and then

1 chase it as it goes its own way, so I have  
2 experienced in going through all around the golf  
3 including the fairways and people's garages and  
4 carports.

5           So I want to -- and I have made --  
6 submitted previous comments to you as a result of  
7 the April 5 meeting. Some of them, you responded,  
8 and some of them, you did not. But I understand  
9 that you had a tremendous amount of outpouring  
10 comments.

11           Over the 34 years I've lived here, I can  
12 tell you in all honesty, that the best way to get  
13 people to attend an IVGID meeting is to change golf  
14 prices and golf pass rates. It is a highly  
15 emotional subject, and it has been as long as I've  
16 been here.

17           In my comments to you, one of the things I  
18 said was that as a governing board, your job, your  
19 objective is to set policy objectives and  
20 strategies, and then have staff develop options to  
21 implement those strategies.

22           And then governing board meetings, such as  
23 the one here, you debate and discuss those amongst  
24 the public, so that the public can offer their  
25 opinions.

1           What -- and so as a result of that, you  
2 look at today's package which, I understand came up  
3 late last week, and the package has some good points  
4 associated with the strategy and the strategy and  
5 the overall objectives of this policy.

6           But then there's a lot of detail, which is  
7 virtually unreadable because the package, the  
8 print's too small, the scale's too small, and it's  
9 not information productive to the public.

10           CHAIR DENT: Thirty seconds.

11           MR. WANG: So, I would ask you to, in the  
12 future, develop a policy and then have workshops so  
13 individuals can work effectively, present their  
14 findings, present their views, and get more for  
15 clarity on what is clearly a very opaque topic.

16           And you're about to tell me that my time  
17 has expired, and I just want to tell you that as an  
18 old person, that is a very difficult thing to hear.

19           Thank you.

20           CHAIR DENT: Thank you, Mr. Wang.

21           Next up, Mr. Ross.

22           MR. ROSS: My name is Steven Ross. I  
23 reside at 933 Northwood.

24           I want to thank the members of the Board  
25 of Trustees for their work on behalf of Incline

1 residents. All of you. I know you do the hard work  
2 of this community.

3 I really have had a chance to review the  
4 agenda for tonight's meeting, as well at the  
5 attached packets, but I was left with a few  
6 questions. And I hope you could answer them during  
7 your deliberations.

8 I reviewed the cost recovery pyramid, and  
9 was wondering your thought process on how you  
10 assigned each recreational venue to a specific  
11 category.

12 I went back as far as I could and found no  
13 evidence of a board discussion on where the  
14 Championship Course fit in on this pyramid. I may  
15 have missed it.

16 In spite of that, it appears during your  
17 discussions, the golf course as been assigned as  
18 having mostly individual benefit and minimal, if  
19 any, community benefit.

20 The majority of year, the courses are used  
21 by members of the community for walking, including  
22 their dogs, sledding on the driving range,  
23 cross-country skiing, snowshoeing, and other actives  
24 with snow play.

25 When the courses are opened during their



1 four- or five-month season, many community members  
2 walk their dogs in the early mornings and evenings.

3           Open space is important, not just for the  
4 hundreds of homeowners who live on the courses, but  
5 also for those that walk and drive there.

6           I would have assigned golf, the Recreation  
7 Center, and Diamond Peak to one of the middle  
8 categories of both community and individual  
9 benefits.

10           How did you decide which category to place  
11 each venue? Did members of the community have any  
12 input into what seems to be a very important step in  
13 determining the utilization charges for each of the  
14 venues?

15           Next, by eliminating the golf  
16 All-You-Can-Play Pass, you seem to be treating this  
17 venue differently from the others. Diamond Peak,  
18 the Rec Center, the beaches, are all in a model of a  
19 season, have a single cost, irrespective of  
20 utilization.

21           Please tell me why it is important to  
22 treat those that play golf differently than those  
23 that utilize the other venues.

24           This is especially troublesome when the  
25 financials show that just a five-percent increase

1 for everyone while maintaining the All-You-Can-Play  
2 Pass leads to a budget where the combined courses  
3 break even for 2023.

4 CHAIR DENT: Thirty seconds.

5 MR. ROSS: Finally, I'm dismayed that the  
6 packet was attached to today's agenda to have been  
7 authorized primarily by a single trustee, in spite  
8 of her pronouncement that it was staff-prepared. I  
9 don't believe that this is good governance. This  
10 promotes undue influence by a single trustee.

11 Thank you.

12 CHAIR DENT: Thank you, Mr. Ross.

13 Next up, Ms. Miller.

14 MS. MILLER: Good evening, Trustees,  
15 Judith Miller.

16 I do want to thank the board for putting  
17 together the materials of the golf courses. I think  
18 it's something that's been long overdue. We've been  
19 asking for it for decades to see, really, what is  
20 the performance of our golf venue and all the other  
21 venues, but it's been hidden for years.

22 I also want to express my opinion about  
23 whether or not the venues should be at all  
24 responsible for some of the capital costs. Because  
25 golf is a very capital-intensive business, as is

1 ski.

2           Ski, actually throws off enough revenues  
3 to cover many of its -- if not all of its capital  
4 costs, at least recently, and I think golf has a  
5 responsibility to do that.

6           The other thing I wanted to mention, IVGID  
7 has the power of public recreation, even though we  
8 have some of the trappings of a private beach, and  
9 what appears in respects to be like a private golf  
10 club, we are not. This is government, and your job  
11 is to make sure that the benefits of government are  
12 equitable and that the resources are used in an  
13 equitable manner.

14           And, unfortunately, golf, by its very  
15 nature, or at least clubs, are not necessarily that  
16 equitable, especially the ones that don't even put  
17 their contact information on our website. One of  
18 the other ones, I think it was the polo club, their  
19 representative came and said that he's not -- or  
20 their club doesn't exist just to recreate, they are  
21 in it for business. They were here for  
22 business/commercial reasons.

23           That's not what IVGID's about. IVGID's  
24 about public recreation.

25           So I really think you need to take a look

1 at the clubs and how they're organized and whether  
2 or not they're, in fact, open to the public.

3           Going on, let's see.

4           I know as a former member of Mountain  
5 Niners, the Mountain Course, it's a wonderful venue  
6 and opportunity for people to learn, and, you know,  
7 I would like to keep that as an affordable venue.

8           So, I'm hoping that there's some way to,  
9 at least through some minor subsidies, keep that  
10 running at its present level.

11           But I really do have concerns about the  
12 Championship Course.

13           CHAIR DENT: Thirty seconds.

14           MS. MILLER: You've heard some suggestions  
15 on how to possibly to improve revenues, and I'm not  
16 sure, but maybe the rates can be raised -- that's  
17 what happened with ski, we raised the rates, we made  
18 a ton of money -- but I think at the same time, the  
19 club members have to give up some of their prime tee  
20 times, make them go in the afternoons. You know,  
21 you can't have it both ways.

22           Thank you.

23           CHAIR DENT: Thank you, Ms. Miller.

24           Next up, Mr. Katz (phonetic).

25           MR. KATZ: Good evening. I'm Arron Katz,

1 16-year resident.

2 I have written statements. I don't know  
3 who to give them to. I want them attached to the  
4 minutes of meeting.

5 Let me quickly say, Joe Wolf said the  
6 reason he came here, I guess Joe Wolf doesn't  
7 remember when he was a trustee and I was at the  
8 board meeting when he said, "The reason people come  
9 here is the because of taxes, not facilities."

10 Well, you know, this is May, and it's  
11 former President John F. Kennedy month. You  
12 remember President Kennedy, don't you? He asked:  
13 Not what our country can do for you, but what you  
14 can do for our country.

15 So, I ask you people out there who are the  
16 core golfers, what you're going to do for our  
17 community, rather than coming here the asking what  
18 IVGID can do for you?

19 I ask you people to listen to yourselves.  
20 You're just like our democratic leaders in  
21 Washington. Everything they accuse Trump of,  
22 they're guilty of. And that's was what we have  
23 here. Everything you accuse the Nasty Nine of or  
24 the detractors, you're guilty of.

25 And you need to look in the mirror and

1 look at yourselves and maybe you'll understand what  
2 rest of us do.

3           Some of us, including myself, I'm not  
4 asking for anything more than fairness, equal  
5 treatment. But you people ask for the world. You  
6 want a 50-percent discount on your rounds of golf.  
7 No, you want 75, so you can go get a 40-Play Pass.  
8 Okay. Give me 75 off at the Rec Center, and I'll go  
9 there. Give me 75 percent off at the Tennis Center,  
10 I'll go there.

11           But you refuse to do it. Is that your  
12 idea of one division, one team? Well, it's not my  
13 idea of it. I don't want part of a team like that.

14           One of the gentlemen hear spoke of why are  
15 we any different than Diamond Peak? Diamond Peak  
16 gets a season pass.

17           I'll tell you why you're different,  
18 because Diamond Peak has excess of capacity, golf  
19 doesn't. When you get excess capacity at golf, call  
20 me.

21           Now, I'm not going to recount on the many  
22 disproportionate benefits and unequal treatment that  
23 the golfers at the Champ Course enjoy --

24           CHAIR DENT: Thirty seconds.

25           MR. KATZ: -- and it's wrong. But at the

1 end of the day, it's the board that is ultimately  
2 responsible.

3 I look to you, members, to make things  
4 right. And as long as golf loses \$2 million a year,  
5 and you golfers ask the rest of us to subsidize your  
6 rounds of golf, I've got a problem, and I'm not the  
7 only one that does. And for you people to let your  
8 neighbors in a position like where you won't pay  
9 your fair share --

10 TRUSTEE TULLOCK: Thank you, Mr. Katz.

11 MR. KATZ: -- it's a disgusting  
12 commentary.

13 Thank you very much.

14 CHAIR DENT: Next up, Ms. Martini.

15 MS. MARTINI: Good evening. Margaret  
16 Martini.

17 Well, I don't think that you have to play  
18 golf to understand good and fair business practices.  
19 It's not an asset to play golf to run the financials  
20 on a venue that is clearly showing a definite  
21 deficit.

22 Board members do not have to act as a CPA  
23 to understand financing. IVGID's own CFO is not a  
24 CPA.

25 You just have to be able to read financials,

1 and I think that several members of this board have  
2 been very successful in their chosen careers and  
3 understand business practices.

4           And I hope to see you all at the Veteran's  
5 Day celebration.

6           Ordinance 7, I think there's -- people just  
7 can't get this through their head. We had no choice  
8 but to restrict the access. The decision was made  
9 at the inception of the deed, so this was not the  
10 decision of this board to do that; it was the terms  
11 of the deed.

12           All the people who keep yammering about  
13 how we're losing employees and how we're doing this  
14 and that should take a long look at the restrictions  
15 of deed, and then, perhaps, they would understand  
16 why that decision was made and quit yammering about  
17 it. It's ridiculous.

18           So, the golfers have stated, "We spend  
19 hundreds of thousands of dollars at this golf  
20 course."

21           Well, if you're spending so much money,  
22 why are we losing money? Why are losing money at  
23 the pro shop? Why are we loosing money at the  
24 restaurant? It's not because you're spending  
25 hundreds of thousands of dollars; it's because



1 you're not spending hundreds of thousands of dollars  
2 or these -- parts of this golf thing would be making  
3 money.

4           So, every time there's a golf course  
5 meeting, man, this place just fills up. And we want  
6 this to be and we want that to be --

7           CHAIR DENT: Thirty seconds.

8           MS. MARTINI: -- and so, well, what about  
9 the other venues? They all say, "Oh, we care about  
10 this, and golf is a part of the big picture."

11           Obviously, they don't believe that because  
12 they come to none of the other meetings.

13           Thank you.

14           CHAIR DENT: Thank you, Ms. Martini.

15           Next up, Mr. Wright.

16           MR. WRIGHT: Frank Wright. Crystal Bay.

17           I'd like everybody in the audience to  
18 understand something, and understand it right now.  
19 Everybody in this community, as a Picture Pass  
20 Holder, is a member of our golf courses. Equal  
21 members. To be treated equally as everything should  
22 be.

23           You golf club members who have been up  
24 here crying and screaming because you don't like  
25 what's going on, seem to be addicted to the past of

1 getting everything for free or at lower rates,  
2 taking control of the golf course, all the preferred  
3 tee times, while the rest of our equal citizens  
4 cannot get tee times.

5           How many golfers that live in this  
6 community are frustrated because they can't get a  
7 good morning tee time, and they go over the hill and  
8 spend their money in Reno, Carson City, Dayton.

9           I'm a scratch golfer. I was. Got too  
10 old. I played golf my whole life. I understand  
11 courses. I understand golf. I understand garbage,  
12 and I'll tell you right now, Ms. Wolf, you're full  
13 of garbage.

14           Ms. Schmitz doesn't have to play golf.  
15 She is a Picture Pass Holder. She has an equal  
16 investment in this community, as does every one of  
17 these board members.

18           To sit out there as a better-that-thou  
19 person and to say that these people don't deserve  
20 equal treatment is sick.

21           They have a golf club that you have to  
22 apply and have to be screened and have to be looked  
23 at before you can joint it, and then that golf club  
24 gets preferred tee times all summer long, it's  
25 discrimination in its worst forms. It's horrible.

1           There is so much that is wrong with this  
2 community. I filed a complaint with the Secretary  
3 of State because the golf courses were being used as  
4 a method and weaponization of election process. It  
5 has been. You laugh if you want, but the facts are  
6 out there.

7           Be it as it may --

8           CHAIR DENT: Thirty seconds.

9           MR. WRIGHT: -- preferred tee times have  
10 got to go. Giving them in February before the rest  
11 of the community can even apply for them is not  
12 right.

13           You golf club members, we can work it out  
14 so you can get your tee times, you can play, and you  
15 can be a member of a club. That's fine. But you  
16 gotta to step back and take under consideration that  
17 there are other people living in this community.

18           Thank you.

19           CHAIR DENT: Thank you, Mr. Wright.

20           Next up, Mr. Jordan.

21           MR. JORDAN: Hello. William Jordan, 899  
22 Southwood Boulevard, Unit 9, Incline Village,  
23 Nevada.

24           I've been here since '97, part time, but  
25 full time since 2020.

1           Very quickly, remember last time we had  
2 the meeting, I came in and said, you know, we're not  
3 the enemy; we're really your best friends. And it's  
4 people that might talk about ski that ski a lot,  
5 they're your best friends. People that to go to the  
6 beaches and go to the beaches a lot, they're your  
7 best friends. The ones that play golf and are  
8 willing to come up here and talk to you about what  
9 they think is right or wrong with whatever it is  
10 you're trying to do, they're really your best  
11 friends, because out there playing all the time.

12           I can remember when I first moved here, it  
13 was a five-hour round to play on this course. I  
14 very quickly left and joined another club down on  
15 the other side of the mountain. I didn't like it.  
16 I mean, I had to drive back and forth over the  
17 mountain each day to play, but life's too short to  
18 spend a five-hour round.

19           Now, you've talked about cutting the time  
20 down to ten minutes, I think that's great, but if  
21 you don't finish the planning on that, you don't  
22 have a lot of people playing -- additional people  
23 playing, everybody is pissed off, because  
24 everybody's standing around playing a five- a  
25 five-and-a-half-hour round.

1           So, when you go to ten, ten minutes  
2 between foursomes, you better have the end play,  
3 which is that you're going to move them along or  
4 move them out.

5           And you say, well, that's not fair. How  
6 can you throw somebody off of the course?

7           One foursome that runs at 20 minutes late,  
8 slows everybody up 20 minutes. And it doesn't just  
9 stay at 20 minutes, it's 25, 30, 35, 40. It goes  
10 out. And you have people leaving, and that's the  
11 last thing you want.

12           The other thing I wanted to point out --

13           CHAIR DENT: Thirty seconds.

14           MR. JORDAN: -- is that a lot of times  
15 when it's sounds like we're just complaining on the  
16 pass to play, what I'm trying to say on the pass to  
17 play is that you get your money up front, and if you  
18 have a smoky month of September, you still have that  
19 money. Nobody's playing, but you've got the money.  
20 You have a snow fall, you still have the money.

21           And believe me, when we go to these  
22 passes, once that genie gets out of the bottle, it  
23 doesn't come back because people say, we might as  
24 well just buy ten plays --

25           CHAIR DENT: Thank you, Mr. Jordan.

1 MR. JORDAN: -- that way, I can quit.

2 CHAIR DENT: Any other public comment in  
3 the room?

4 Matt, can we go to Zoom?

5 MATT: We can. We currently have seven  
6 callers. We can begin with caller 1574.

7 CALLER 1574: Yes, this is Katherine  
8 Collins, (inaudible) Road.

9 First of all, I'd like to say that I don't  
10 know a single golfer, and I know a lot, that don't  
11 believe that we're going to have increase in rates.  
12 That, while nobody likes the costs to go up, we all  
13 recognize that is just something that's just going  
14 to have to happen; however, we're opposed to  
15 excessive increases.

16 I have several points I'd like to make.

17 First of all, if you're looking for  
18 full-cost recovery of golf, then to be fair and  
19 equitable, it has to be equally applied to every  
20 single venue in Incline, whether it's the Rec  
21 Center, whether it's the racket sports, the ball  
22 park, whatever. You need to apply things  
23 consistently, otherwise, you're going to continue to  
24 have angry people.

25 Second of all, it would seem you're trying

1 to turn the golf course into a profit center. Well,  
2 if that's the decision you make, then it has to be  
3 applied equally to every other venue in the  
4 community as well.

5           Next, I'd like to understand why you would  
6 want to disenfranchise your most-frequent golf  
7 residents by not only raising rates at a ridiculous  
8 percent, eliminating the All-You-Can-Play Pass, and  
9 then further penalizing them by restricting play --  
10 by proposing to restrict play on Friday, Saturday,  
11 and Sunday mornings when we'd all have to use one of  
12 the more expensive proposed passes. That's like  
13 triple dipping.

14           Next, The Grill is clearly a golf amenity.  
15 Why do I say that? Because it's only opened during  
16 golf season and golf hours. And yet you refuse to  
17 include revenues associated with The Grill and  
18 revenues directly associated with golf member's use  
19 of the Chateau into the golf financials.

20           If you want to make more money, then keep  
21 The Grill open year round. I've heard it  
22 consistently said, "We don't want to do that because  
23 we don't want to compete with local restaurants."

24           Well, you know what? Your job is not to  
25 support the restaurants; your job is to support the

1 residents.

2           And by the way, you we aren't exactly full  
3 of restaurants in this community. We could use some  
4 more. We would all love to have The Grill opened  
5 year round.

6           And, lastly, this meeting was supposed to  
7 be about rates and financials, and yet we're getting  
8 into a number of other topics --

9           CHAIR DENT: Thirty seconds.

10          CALLER 1574: -- in your 62-page packet  
11 that I think needs to be eliminated.

12          Thank you.

13          CHAIR DENT: Thank you.

14          Next public comment, please.

15          CALLER 0232: Yes, my name is Bob Quinn  
16 (phonetic.) Good evening.

17          I've lived in Incline Village for 23  
18 years, and reside at 971 Fairway Boulevard.

19          I'm the current president of IVGC, which  
20 has been in existence for the past 52 years. I'm  
21 making this statement to express my concerns over  
22 the misguided path on which the Board of Trustees is  
23 apparently heading. The members of IVGC have had  
24 the privilege of playing golf at the Incline Village  
25 golf courses over the past five decades, engaging in



1 men's and ladies' play days and tournaments, having  
2 hosted event banquets at the Chateau, and a general  
3 sharing in the camaraderie we enjoy with our fellow  
4 members.

5           But all that seems to be threatened based  
6 upon the vitreal being expressed by a very local  
7 minority of our community.

8           Unfortunately, it seems the majority of  
9 this board is responding more to the unfounded  
10 statements being made by this local minority, rather  
11 than to the 1,000-plus Incline Village members of  
12 our golfing community who have consistently  
13 supported our courses over the years.

14           Many IVGC members have historically  
15 purchased All-You-Can-Play Passes, which have not  
16 only been a positive for our members, but I would  
17 argue for IVGID as well.

18           When individuals and couples purchase  
19 All-You-Can-Play Passes, they do so at the beginning  
20 of the season, which adds significant, positive cash  
21 flow to IVGID's coffers.

22           Under the current recommendations being  
23 considered, All-You-Can-Play Passes are being  
24 completely discontinued.

25           Though play at courses in two of the past

1 three years was reduced by the COVID pandemic and  
2 excessive smoke of the California wildfires, none of  
3 our members requested any sort of rebate or refund  
4 of their passes.

5           In addition to the golf fees we pay, our  
6 club typically spends well in excess of \$100,000  
7 with a host of banquets and luncheons we hold at the  
8 Chateau.

9           Our members and our guests are also  
10 regular customers of The Grill, buy significant  
11 amounts of merchandise in the pro shop, take golf  
12 lessons, and pay for range balls at the driving  
13 range.

14           If the significant changes in pricing  
15 structure, tee times allocations, and charging  
16 additional fees in support of our events come to  
17 fruition, many IVGC members have told me that they  
18 will choose to take their business elsewhere or  
19 simply play less golf.

20           If this vacuum should occur, the trustees  
21 may be in for a rude awakening when unused tee times  
22 are not filled by other Picture Pass Holders and  
23 non-resident visitors.

24           What responsible business would  
25 systemically take action on --

1 CHAIR DENT: Thirty seconds.

2 CALLER 0232: -- (inaudible) supporters.

3 On the contrary, in the real world, businesses will  
4 reward their most-loyal customers with programs that  
5 acknowledge their contributions to the bottom line,  
6 rather than taking punitive measures that would  
7 ultimately destroy this relationship.

8 Why does this board seem to be intent on  
9 considering actions that, by their very nature,  
10 would have significant negative impact upon  
11 revenues?

12 In closing, I would highly urge you to be  
13 careful about taking actions that may result in the  
14 total dismemberment of the Incline model.

15 CHAIR DENT: Thank you.

16 Next public comment, please.

17 CALLER 4577: Cliff Dobler (phonetic),  
18 9995 Fairway.

19 This written statement is to be made part  
20 of the meeting minutes.

21 On March 22nd, 2023, I provided public  
22 comment regarding that allocation of golf tee times  
23 I stated: Approximately 30 to 40 percent of all  
24 rounds played at the Championship Course are by golf  
25 club members and are mostly at the prime tee times

1 of each day.

2           Apparently, certain golf club members  
3 believe that statement was incorrect, so I withdraw  
4 it.

5           I received the information from Darren  
6 Howard that 30 to 40 of estimated tee times  
7 dedicated to the clubs was a back-of-the-napkin  
8 calculation based on 8,000 reserved for the golf  
9 club out of the 24,000 rounds anticipated during the  
10 upcoming season; however, prime tee times each day  
11 needs more clarification.

12           I respectfully request that Darren Howard  
13 provide a definition of prime tee times and give an  
14 indication of what percent of the prime tee times  
15 are dedicated to the golf clubs.

16           Now, according to the agenda, general  
17 business item E 1, the first eight items are staff  
18 recommendations on setting golf rates.

19           I believe over the past six weeks, Darren  
20 and his team have vetted these items and decided  
21 they are appropriate and, hopefully, comply with  
22 Board policy.

23           The last two agenda items are  
24 considerations to develop future decision points and  
25 to consider creating a board advisory committee.

1           Those two items should be discussed in  
2 detail to determine what is the overall intent and  
3 desired outcome.

4           I would like the board, without delay,  
5 approve the first eight items and have a thorough  
6 discussion on the last two items.

7           Since food and beverage and merchandise  
8 sales are not part of the agenda, but according to  
9 tentative budget, make up 32 percent of revenues at  
10 the Champ Course and 25 percent of the revenues at  
11 the Mountain Course, these departments should be  
12 looked more closely in another meeting.

13           Apparently, the last two years of  
14 operations have not faired well.

15           I also suggest that the accounting for the  
16 golf courses be conducted on a fiscal year basis  
17 rather than an seasonal basis. There's too much  
18 confusion with two sets of numbers.

19           Thank you very much.

20           CHAIR DENT: Thank you.

21           Next public comment, please.

22           CALLER 3426: My name's John Jansen, 111  
23 Alpine View Drive.

24           I have followed all of IVGID's Board's  
25 golf discussions over the past few years. Through

1 these Board discussions it is clear that a majority  
2 of Trustees do not view the golf courses as a  
3 community benefit.

4           At the April 5th, IVGID Board meeting, Mr.  
5 Navazio and Mr. Howard presented supplemental  
6 information that was an easy-to-understand, seasonal  
7 analysis of golf course finances. The format for  
8 this information was based on a template provided to  
9 the Board of Trustees by a member of the public.

10           This seasonal financial analysis compared  
11 the 2022 season actual finances with the 2023 season  
12 projected financial income.

13           From this analysis it was clear that the  
14 Championship Course finance situation coming out of  
15 the COVID era in 2022, was not in too bad of shape  
16 with only a \$119,000 loss before capital costs, and  
17 the projection for this season was nearly a  
18 break-even before capital costs.

19           However, during the golf discussion at the  
20 meeting, Trustee Schmitz said she didn't understand  
21 the numbers. She wanted more time to review the  
22 presentation to make sense of the numbers.

23           It was obvious that she didn't like that  
24 presentation because it didn't tell the story she  
25 wanted to be told.

1           The information that was presented was  
2 contrary to the \$2 million to \$4 million losses she  
3 and Trustee Tulloch had stated at a previous Board  
4 meeting.

5           So, she moved to postpone the discussion  
6 to another meeting under the guise she wanted more  
7 time to understand the numbers, even though the  
8 information that was being presented was very clear.

9           Trustee Tonking requested to participate  
10 in this review, but was denied the chance to be  
11 involved. Rightfully, she should have been involved  
12 in any Board review because of her work with the  
13 golf liaison committee over the past few years.

14           Now, tonight, we see the outcome of  
15 Trustee Schmitz's review of the numbers, what I  
16 would characterize as staff reworking the  
17 presentation to fit her narrative.

18           What was a clear and useful presentation  
19 that staff made on April 5 has turned into a more  
20 complicated and confusing presentation with  
21 additional added --

22           CHAIR DENT: Thirty seconds.

23           CALLER 3426: -- divisive concept. What  
24 should have been an easy discussion on reasonable  
25 rate increases has turned into divisive and

1 aggressive assaults on the resident golf community.

2           It's very clear this Board has an agenda  
3 to divide this community and generate hostility in a  
4 bid to tear down what has worked well for this  
5 community for over six decades.

6           I sincerely hope, at the very least, a  
7 minority of trustees stand up for what's right and  
8 fight this attempt to divide our community.

9           Thank you.

10          CHAIR DENT: Thank you.

11          Next public comment, please.

12          CALLER 8591: Hello. I am Michael Briggs.  
13 I live at 582 Douglas Court.

14                I am represent the TIGC, a  
15 community-minded golf club for 35 years, with over  
16 100 members. We accept all applicants as members of  
17 our club.

18                I agree with Chairperson Dent's comments  
19 from April 12th. What this discussion needs is more  
20 civility and a compromise proposal that the Trustees  
21 can endorse.

22                I am primarily focused of allocation of  
23 tee times. Audit committee member Mick Homan's  
24 (phonetic) thorough analysis showed that only 37  
25 percent of morning tee times for 2023 were allocated



1 to Incline golf groups.

2           Remember, more than half of resident  
3 golfers are members of an Incline golf group.

4           Further, I showed that I personally  
5 reserved 48 advanced tee times in 2022. Where is  
6 the evidence that residents cannot make  
7 reservations?

8           Members of the golf groups love our golf  
9 courses and take better care of them than  
10 nonresident players. We fix divots, ball marks, and  
11 rake the sand traps.

12           Last Thursday, the Trustees were presented  
13 with a long narrative and the tee time calendars  
14 that show 43 percent of the morning tee times during  
15 the peak season were allocated to the golf groups,  
16 again, with more than half of the resident golfers  
17 as members.

18           So the conclusion is still valid. There  
19 is no disproportionate allocation of tee times to  
20 TIGC and the other Incline golf groups.

21           Getting back to Chairperson Dent's plea  
22 for interested parties to offer a compromise, days  
23 after this request, I conferred with Darren Howard  
24 and Bob Quinn, the president of the other largest  
25 men's club, we discussed Trustee Schmitz' proposal

1 to bar us from having any tee times on Fridays,  
2 Saturdays, and Sundays.

3           While the lack of morning tee times due to  
4 Incline golf groups was based upon a false premise  
5 and the punitive proposal contradicted rule number  
6 one, that the golf courses are primarily for Incline  
7 residents --

8           CHAIR DENT: Thirty seconds.

9           CALLER 8591: -- in the spirit of  
10 Chairperson's Dent's, request we offered to move all  
11 of our open play tee times on Fridays to 11:00 A.M.  
12 and later, with the remainder of calendar kept as  
13 scheduled.

14           Tonight I urge Chairperson Dent and the  
15 trustees to endorse and approve or compromise  
16 proposal.

17           Thank you very much.

18           CHAIR DENT: Thank you.

19           Next public comment, please.

20           CALLER 6210: Thank you. My name is Jim  
21 Chapman, and I'm at 929 Northwood Boulevard.

22           On 4/13/2023, Chairman Dent offered the  
23 following Board of Trustees perspective. He  
24 indicated: We're a board to represent -- and in  
25 capital letters -- entire community, not special

1 interests. We must make decisions that will sustain  
2 our venues for years to come. Compromise is  
3 attained for the benefit of the entire community,  
4 and moving forward, people need to find constructive  
5 ways to discuss issues and seek compromise. Emails  
6 are not a substitute meaningful dialogue and human  
7 interaction.

8           Having read Mr. Dent's, perspective I'd  
9 like to offer a slightly different perspective.

10           One, three minutes to speak at a Board of  
11 Trustees meeting is not a meaningful dialogue  
12 between parties, let alone a significant human  
13 interaction of shared understanding. The  
14 three-minute time limit process really eliminates  
15 both.

16           Thus, emails are better than communication  
17 from your voting constituents.

18           To property owners and their families,  
19 whether their an individual or club golfers or club  
20 and family skiers at Diamond Peak or club and family  
21 members at the Rec Center or as swimmers or club and  
22 family at the beaches in Aspen Groove using Incline  
23 Village venues should not be viewed by the Board of  
24 Trustees as a special interest group.

25           We are simply property owners families

1 enjoying the collective venues of Incline Village.  
2 Please don't ruin what we have bought into by moving  
3 away 50-plus history of success in treating Incline  
4 Village venues as a collective suite of assets with  
5 all venues financially supporting the other in their  
6 entirety.

7 CHAIR DENT: Thirty seconds.

8 CALLER 6210: It's important to remember  
9 that the intrinsic financial values these collective  
10 assets bring to our community, property values,  
11 and quality of life. All are primary attractions  
12 drawing guests and non-residents to Incline Village.

13 Chair Dent also referred to the golf  
14 club's compromise. Well, the various Incline  
15 Village golf clubs, together with our community  
16 groups at Incline Village have lunches --

17 CHAIR DENT: Next public comment, please.

18 CALLER 9925: Good evening. Tim Kalacrate  
19 (phonetic), former member of the board, at 170  
20 Mayhew Circle.

21 First off, I would like to commend the  
22 prior -- my predecessor, he stated things very  
23 eloquently. We have a suite of assets that all of  
24 us can either chose to participate in or not.

25 The solecistic argument that the golf

1 clubs have an undue influence and have taken over,  
2 while there may have been a shred of credibility to  
3 that, say, 30 ago years when we had a different  
4 environment, and that's really extrapolating out, I  
5 would say that our Director of Golf, Darren Howard,  
6 who has done a tremendous job since he's been here.  
7 He has reached out to not only the golf clubs, but  
8 other members of our community who are avid golfers,  
9 and has done a great job in interfacing with  
10 community members. He's the professional. I don't  
11 recall any member of the current board being a golf  
12 professional.

13           That being said, we were well on our way  
14 over the last three to four years since Mr. Howard  
15 came here on really ironing out some slight  
16 discrepancies or issues with the golf club  
17 themselves.

18           We had a very amenable situation, and I,  
19 again, commend Mr. Howard and the respective  
20 presidents of each of the six golf clubs doing a  
21 great job in ironing out to differences and making  
22 things even more equitable than they have been. So  
23 keep up the great work.

24           To have one trustee, who is not the golf  
25 liaison, conduct some situation I'm sure that has

1 come from one of her biggest donors and supporters,  
2 I take offense at that. And he already spoke. I  
3 won't mention the names because it gives them too  
4 much credibility.

5           This community is being driven apart by a  
6 very small and small-minded group of perpetually  
7 aggrieved malcontents. One of them moved here 16  
8 years ago, he stated this evening.

9           I would say to all those people who  
10 complain, harangue, harass, bitch, moan, whatever  
11 you want to call it, it's time for you all to either  
12 come up with constructive ways to move forward or  
13 you all need to put your homes on the market and get  
14 the heck out of town, because we're sick and tired  
15 of it.

16           I've lived here for 38 years, all year  
17 around.

18           CHAIR DENT: Thirty seconds.

19           CALLER 9925: In conclusion, this is a  
20 great community. We own all of the assets. Let's  
21 make it work as a collective team.

22           I would recommend for the three of you who  
23 are the current majority, you all need to take a  
24 look in the mirror and realize who you work for, and  
25 it's not the nine people that bitch and moan at

1 every meeting.

2 Thank you and have a great evening.

3 CHAIR DENT: Thank you.

4 Next public comment, please.

5 CALLER 5427: Hi. This is Simone Smith,  
6 residing at 711 Birdie Way, I'm the current  
7 president of the Teamster's Golf Club, however, I'm  
8 calling to voice my personal concern of the  
9 direction that this board seems to be taking  
10 regarding golf in general and the division in our  
11 community created by a small and very vocal faction.

12 Golf has come under attack forcing the  
13 board to take a deep dive into golf.

14 Unfortunately, the facts that are in any  
15 financial report or analysis or projection are only  
16 as true as the people presenting it. The numbers  
17 may be correct, but how they are plugged into  
18 whatever agenda there is of those presenting.

19 I would suggest that the board take a step  
20 back, hire a professional audit firm with experience  
21 in general improvement district and golf who will  
22 present the numbers in a straightforward, unbiased  
23 manner, given a set of criteria agreed on by an  
24 advisory committee.

25 I would also suggest that the community is

1 polled. There are factions that would like to  
2 remove the rec fees, there are those who don't want  
3 to pay for anything except for what they use, and in  
4 my estimation, a majority who are fine with the  
5 things just the way they are.

6 As for the pyramid, it needs to be revised  
7 given community feedback. In the nine years we have  
8 lived in Incline, I do not recall ever being asked  
9 to be polled, vote, or otherwise which venues I  
10 consider important to the community. I'd like to  
11 participate by voting in that process.

12 I would also suggest that the board take a  
13 deep dive -- table the dive table and the road to  
14 change this year while research is conducted.

15 In the meantime, leave the golf structure  
16 the way it is, increase everything by a small  
17 percentage.

18 The clubs are ready to work with the  
19 community and give up a percentage of the morning  
20 tee times.

21 I honestly don't think punching your best  
22 customers in the backbone of the business is good  
23 business, but who am I to say what you consider good  
24 business.

25 Thank you for your time.



1 CHAIR DENT: Thank you.

2 Next public comment, please.

3 MATT: That concludes our public comments  
4 on Zoom.

5 CHAIR DENT: All right. Thank you.

6 TRUSTEE SCHMITZ: I want to thank Trustee  
7 Noble, because Trustee Noble responds to every email  
8 that comes in. I'm actually receiving emails that  
9 I've never seen before.

10 So I don't know whether there's an issue  
11 with the emails coming in. It's something that I  
12 thanked Trustee Noble on Sunday, because I'm seeing  
13 things now that I didn't see.

14 So I think we need to investigate why us  
15 trustees are not getting all of them, and just want  
16 to acknowledge the effort and the time the he puts  
17 in to do that, and let the community know that he is  
18 helping us to get all of our emails.

19 CHAIR DENT: I'll close out item C. Moving  
20 on to item D.

21 D. APPROVAL OF AGENDA

22 CHAIR DENT: Any concerns with the agenda?  
23 All right. Seeing none, the agenda is approved.

24 We are going to take a nine-minute break,  
25 and then we'll come back general business, item E 1.

1 We will come back at 7:50.

2 (Break from 7:41 P.M. to 7:50 P.M.)

3 CHAIR DENT: All right. Welcome back to  
4 item E 1, general business. Quiet in the room,  
5 please.

6 E. GENERAL BUSINESS

7 CHAIR DENT: Item E 1, general business.  
8 Subject: Golf course financials and proposed rates  
9 for 2023 golf season. Review and discuss historical  
10 financial results of District-owned golf course, and  
11 consider options and recommendations for updating  
12 rate, rate structure, and course operations for the  
13 2023 golf season.

14 Requesting staff member, Director of Golf  
15 Darren Howard, Director of Finance Paul Navazio, and  
16 Trustee Schmitz.

17 It can be found on pages 4 through 63 of  
18 your board packet.

19 General Manager Winquest?

20 MR. WINQUEST: For the record, Indra  
21 Winquest, District General Manager.

22 I just want to start out by making sure  
23 the everyone is aware, Ms. Sheila Leon in the back,  
24 we provided supplemental material late this  
25 afternoon, and she has handouts, if you haven't

1 received one already. It's also on the website  
2 currently as well.

3           So, just to start out, in the 20 years  
4 that I've been here with the District -- and I've  
5 seen this conversation many times -- the one thing I  
6 will say that is different this time is the amount  
7 of material and extreme deep dive of golf, in  
8 particular, financially.

9           So, I believe that, even though it was a  
10 tremendous amount of work, it is very valuable work,  
11 and I'm thankful that we worked through the process.

12           I want to thank, in particular, Mr.  
13 Howard, our Director of Golf and Community Services,  
14 as well as Mr. Navazio, our Director of Finance, and  
15 Trustee Schmitz for putting in a tremendous amount  
16 of time and effort into this material.

17           It's never perfect, but I believe it was  
18 outstanding work that was done and should help guide  
19 us through the process.

20           Staffs will be here to answer questions,  
21 join in on the discussion, and, if needed, speak to  
22 the staff's recommendations that are attached to  
23 this agenda item.

24           So, I'm going to go ahead at this point  
25 and pass it on to Trustee Schmitz, who has a brief

1 power point, and we'll get started.

2 Thank you.

3 CHAIR DENT: Reminder to the board,  
4 because we do have a court reporter, please wait to  
5 be called on so they know who is talking.

6 Trustee Schmitz, the floor's yours.

7 TRUSTEE SCHMITZ: Thank you.

8 We put together just a few slides  
9 summarizing all of the work that we did throughout  
10 this process. And it was a very collaborative  
11 process.

12 We first started off with talking about  
13 what's our goal and what are we trying to get to.  
14 And the board as really been focused on building  
15 sustainable approaches to how we're making our  
16 financial decisions.

17 We wanted specifically for the  
18 Championship Course, the goal was to address the gap  
19 between operational expenses and revenue, reducing  
20 the budget, because what we had looked at and what's  
21 in the board packet shows that we have pretty  
22 consistently over-budgeted expenses.

23 So, the goal was to look at how do we  
24 bring those budgets for expenses down to help reduce  
25 the gap? Look at different ways to increase the

1 revenue, and recommendations from Darren Howard have  
2 been to decrease the tee times intervals to -- first  
3 of all, look at how do we evaluate Non-Picture Pass  
4 Card Holder rates, and evaluate Picture Pass Card  
5 Holder rates, and then monitor our results.

6           So this particular chart is from our --  
7 it's a subset of what's in our packet, and it is  
8 golf excluding food and the pro shop -- food and  
9 beverage and the pro shop.

10           So, total golf operations does incorporate  
11 The Grill and the carts and what have you.

12           So, when we did our analysis, we  
13 discovered that food and beverage in the last couple  
14 years has had some pretty significant loses.

15           So, we didn't want those losses to skew  
16 the numbers as it relates to our discussion on golf  
17 rates.

18           So, Mr. Navazio, Director of Finance,  
19 provided a breakdown. So, this particular chart  
20 shows the actual revenue versus expenses,  
21 specifically from our financial statements, but  
22 excluded food and beverage, and this board had  
23 requested that we also exclude the facility fees so  
24 that we can truly see the operational effectiveness  
25 of golf operations.

1 Understand, these numbers are from our  
2 financial statements. The data came directly from  
3 the financial statements. So, depreciation is a net  
4 expense for enterprise accounting.

5 So, the solid green line is actual revenue  
6 specific for golf operations, and the solid red line  
7 is actual expenses.

8 And so this does not include any  
9 investment and capital. So, it is directly tied to  
10 our financial statements.

11 And the line at the bottom, the purple  
12 line, which is actually decreasing. It goes from,  
13 for those of you in the back, the left-hand side  
14 starts out in 2017/2018, through the final number is  
15 what our proposed budget is.

16 The purple line at the bottom shows the  
17 gap between the expenses and the revenue. That  
18 particular gap does not include capital. This is  
19 including depreciation. This is directly from our  
20 financial statement.

21 The dashed lines are the budget. So, as I  
22 mentioned, the budget has always been running up  
23 above what the actuals were. So, we've asked staff  
24 to address that particular issue.

25 So, with that, the one thing I want to

1 point to everyone, including my fellow trustees, is  
2 that purple line, you'll notice, that is in our  
3 proposed budget, it's actually slightly higher.

4           So, our gap between revenue and expenses  
5 grew a little bit. It's not a significant amount,  
6 and in comparison to where we've been the past  
7 years, we've made some significant improvements over  
8 the past couple of years.

9           So, what did we look at? So what staff  
10 did in the their recommendations was they adjusted  
11 service levels.

12           So, there's a grid on page 19 of the  
13 packet that shows some of the service levels that  
14 had been provided in the past and what had been a  
15 business decision to discontinue. So, to those  
16 adjusted service levels brought some cost savings  
17 into our budget.

18           Staff also looked at reducing staffing  
19 budgets because of the reality of labor shortages,  
20 and then they looked at how to review -- they  
21 reviewed and decreased expense budgets.

22           And some of the details that they've  
23 already done are on pages 32 or 33 in the packet,  
24 but it is something that is still ongoing. And  
25 we'll talk more about this when we talk about the

1 Mountain Course as compared to Champ.

2           So, the increase in revenue, the tee  
3 times -- the tee time increase in revenue was  
4 already incorporated into the projections. Staff  
5 did a competitive market analysis of other courses,  
6 and determined that they felt comfortable that an  
7 eight-percent increase for Non-Picture Pass Card  
8 Holders still allowed a competitive, good-priced  
9 product.

10           What we had talked about was the board  
11 gave direction to have the price of Picture Pass  
12 Card Holders at 50 percent of the Non-Picture Pass  
13 Card Holder. However, when we look at the numbers,  
14 staff's recommendation was to leave that at eight  
15 percent also.

16           But what we did -- what we wanted to do  
17 was first look at what increase in revenue, given  
18 the play mix, would the increase in the Non-Picture  
19 Pass Card Holder rates, how would that impact. And  
20 then what's left, what needs to be done for our  
21 Picture Pass Card Holders.

22           Staff recommended getting rid of the  
23 All-You-Can-Play passes. Staff went and put  
24 together this grid to show, in 2022, what the  
25 revenue -- the total combined revenue per round and



1 the cost per round -- I'm sorry. This is the play  
2 mix, compared to the revenue per round.

3           The highest revenue per round in 2022,  
4 which is the bar chart furthest to the right, that  
5 large, orange box, is \$66.54. And you'll note at  
6 the bottom, in 2022 the cost per round, excluded  
7 depreciation, capital, and debt, was \$98.58 per  
8 round.

9           The reason why we're talking about  
10 removing depreciation here and why we had it in the  
11 other charts, the other charts were our financial  
12 reports. Now we're talking about what needs to  
13 cover for Picture Pass Holders.

14           Since the facility fee pays the cash  
15 outlay for our capital, we don't believe it's right  
16 to then, in turn, have our Picture Pass Holders  
17 having to cover depreciation.

18           So, when we're looking at rates and price  
19 per rounds, and what's the rate we're looking at for  
20 Picture Pass Holders, we're intentionally removing  
21 depreciation because those Picture Pass Holders  
22 expended money through the recreation fee to outlay  
23 capital for the capital investment. Does that make  
24 sense? Okay.

25           So, then the last chart is from a Picture

1 Pass Holder perspective. So, this is using the same  
2 numbers as before, the only difference is  
3 depreciation was removed so that we can look at it  
4 from a Picture Pass Holder cost/revenue perspective.

5 And you can see that the amounts of  
6 difference between the revenue and expenses are  
7 considerably close; they're within \$30,000.

8 So, then the chart at the bottom, which,  
9 again, was the difference, what this now includes is  
10 now capital is brought into the equation.

11 So, the purple line at the bottom is  
12 including -- it's the total funding needed to  
13 operate the golf courses. So, the total funding is  
14 related to cash flow.

15 So that includes capital improvements,  
16 actual, it includes the gap between revenues and  
17 expenses, but then it removes depreciation.

18 So, as you can see here for the Champ  
19 Course, the gap is virtual closed.

20 What I also wanted to point out is when  
21 the numbers were put together -- staff's been really  
22 working hard to tweak the revenue numbers and the  
23 expense numbers for this budgeted year. It just so  
24 happened that \$30,000 of capital reduction that  
25 staff did is not reflected in these numbers.

1           So, that number at the bottom in the  
2 purple line would be reduced by \$30,000. I just  
3 didn't want to change the numbers because they all  
4 align with the other charts.

5           So, then it relates to the Mountain  
6 Course, we took the same approach. It was adjusting  
7 service levels, adjusting staffing levels, and  
8 reviewing how we might decrease some expenses.

9           When we looked in more detail at the  
10 revenue aspects of it, staff evaluated market  
11 competitiveness of the Mountain Course and  
12 determined that a 12-percent increase was reasonable  
13 for Non-Picture Pass Holders.

14           Then staff looked at the gap, and then  
15 staff brought forward their recommendation, and that  
16 was to encourage or recommend an eight-percent  
17 increase for the Mountain Course.

18           The thing that is really important for all  
19 of the Trustees to recognize on this golf -- this,  
20 again, in the net income. It does not include the  
21 facility fee, it does not include capital  
22 improvement, is, again, the red line has been  
23 decreasing. That's the actual expenses.

24           That actual expenses have been decreasing;  
25 however, the dashed red line has been increasing.

1           So, staff is still in the process of  
2 evaluating and determining where we go and do some  
3 additional reductions in expenses.

4           The other thing worth noting is, while the  
5 green line has been relatively stable and the  
6 projected year end is a bit of an uptick, you can  
7 see it's below what our budgeted revenue numbers  
8 were expected to be.

9           So, again, the purple line at the bottom  
10 is nothing more than what is the gap between actual  
11 revenue and actual expenses, with the exception of  
12 the budgeted, which is the difference in the budget.

13           But staff is still in the process, because  
14 it's about a \$400,000 differential between the  
15 budgeted expenses and what it appears our actual  
16 expenses have been.

17           So, that's an opportunity for improvement  
18 there that hasn't yet been identified by staff.

19           Then, this is the analysis for Picture  
20 Pass rates. So, the spikes that you can see right  
21 in the middle, that is a significant capital outlay.

22           So, capital outlay does cause our numbers  
23 to fluctuate considerably from year to year, but if  
24 you look at it, our revenues numbers are still  
25 consistently below with this current projected year,

1 the gap is expected to be the smallest it's been in  
2 a number of years, but it does still include an  
3 increase in the gap in the budget; however, in the  
4 budget, this number does not include another  
5 \$481,000 of capital improvement reduction that staff  
6 had proposed, but I didn't want to go and change the  
7 number because I was trying to leave these charts to  
8 all be consistent and tied together.

9           So, you can see where we are with the  
10 Mountain Course, and as we've talked in the past and  
11 prior boards have talked, you know, perhaps, the  
12 Mountain Course is one of the courses that we do  
13 talk about that pyramid.

14           And I actually asked staff to do a  
15 calculation of difference, and it was within that 33  
16 percent, which is the top portion of the pyramid.

17           So, next steps would be to -- we need to  
18 thoroughly understand why, over the past two years,  
19 we've lost a significant amount. It's almost  
20 \$300,000 in two seasons on food the beverage.

21           We need to monitor golf utilization, the  
22 play mix, and we need to have more timely financial  
23 reports so that if adjustments need to be made,  
24 we're doing it sooner rather than looking in the  
25 rearview mirror and realizing that we've been losing

1 money on food and beverage for two years.

2           So, a takeaway -- so, that's a next step.

3           Another thing that would be a next step,  
4 this was part of all of our discussion, was to,  
5 perhaps, request that board look at forming a group  
6 to have a collaborative effort to analyze the golf  
7 club situation, and to come up with some compromises  
8 and be creative.

9           So, those were some things that are  
10 identified in the board packet, and I just put them  
11 up here as a closing comment on next steps.

12           So, this is, in a nutshell, what we've  
13 been working on. And I have to give thanks to  
14 staff. They've worked very, very hard, and this  
15 would not have been accomplished if they wouldn't  
16 have had all of this information.

17           But everything that's in the board packet  
18 was worked on collaboratively, and the data either  
19 came from our audited financial statements or it  
20 came from Mr. Howard on the play mixes and the  
21 reservations for tee times.

22           So, with that, I'm going to let the board  
23 discuss, and I'm going to turn this back over to  
24 Mr. Dent.

25           CHAIR DENT: Thank you, Trustee Schmitz.

1 I will take that laptop too to communicate with  
2 anyone on Zoom.

3 Any questions? Trustee Tonking?

4 TRUSTEE TONKING: I just have a quick  
5 question how we're going to approach this.

6 Are we going to go through each of those  
7 numbered items, and then, like, make motions off  
8 that? I was wondering what our approach was so that  
9 I could make sure I was directed the right manner.

10 CHAIR DENT: The easiest way to tackle  
11 this would be go through the numbered items, and if  
12 we can make a motion to go through 1 through 5, or 1  
13 through 9 all at the same time and approve that, and  
14 then we know which ones we have an issue with and  
15 need to discuss a little bit further.

16 If there is a need to dive in, I mean, we  
17 could just start with number 1, and see if anybody  
18 has questions or wants further clarification and go  
19 from there.

20 TRUSTEE SCHMITZ: I was going through the  
21 presentation, and I had a note written down that I  
22 wanted my fellow Trustees to be aware of.

23 So, the charts and the data that was put  
24 together by Mr. Navazio, the Championship Course, it  
25 was using the five-percent increase.

1           So, the number that I was displaying,  
2 where it had them virtual touching, that was not at  
3 the eight-percent increase; that was at the  
4 five-percent increase.

5           Then, as it relates to the Mountain  
6 Course, they did actually update it to be the  
7 eight-percent.

8           TRUSTEE TULLOCK: So, this chart that  
9 showed the \$10,000 difference between, that's the  
10 one you're talking about that was only at five  
11 percent?

12          TRUSTEE SCHMITZ: Yes. At the five  
13 percent, yes.

14          TRUSTEE TULLOCK: Okay. Great.

15          TRUSTEE TONKING: Thank you, Chair.

16          Are you suggesting that 1 A would be five  
17 percent, is that what you're saying?

18          TRUSTEE SCHMITZ: I'm not suggesting it.  
19 I just want to be clear that the charts that had the  
20 points within \$10,000 of each other, the data behind  
21 this is the five percent, not the eight percent.

22          CHAIR DENT: Any other questions for  
23 number 1?

24          TRUSTEE TONKING: Okay. So first off, I  
25 want to thank Trustee Schmitz, staff, and everybody



1 for being here. It's been a long process.

2           So, I think my mindset on this with my  
3 accounting background and looking at budgets all the  
4 time, I have been -- the areas that I was, my  
5 mindset is, A, making sure that we are making  
6 financial sound decisions and we are following our  
7 pricing policy, making sure that we are not setting  
8 rates that are greater than the operational costs, I  
9 appreciate the taking out of depreciation, because  
10 that's that double charge. Really helpful.

11           Also, understanding that each of these  
12 decisions will have an impact on if people play on  
13 the course or not. So, that is the key that the  
14 play mix is something we always need to consider as  
15 we're having this.

16           And then, can we as a board, if we change  
17 so much, measure successes and failures.

18           On this first one, I was good with the  
19 Non-Picture Pass increase that was represented.

20           So, if it's five-percent, I think we  
21 should stay at the five versus the eight.

22           I agree that the Picture Pass Holder rates  
23 to be set at the 50 percent. That's what we talked  
24 about with Diamond Peak, similar idea.

25           And that the guest rates be set at the

1 midpoint.

2 I'm good with all of those with that  
3 mindset for 1.

4 CHAIR DENT: Trustee Tulloch?

5 TRUSTEE TULLOCK: Thank you, Chair Dent.

6 Actually, before we dive into each of them, I have a  
7 couple questions. One is concerning depreciation.

8 If I go to page 50 of the packet, our  
9 financial policies, pages 50 of 62, objective of  
10 District's pricing policies to ensure that revenues  
11 including charges for services and applicable rate  
12 fees are sufficient to cover the full cost to  
13 providing services to IVGID Picture Pass Holders,  
14 guests of IVGID Picture Pass Holders, and others.

15 If then go down to definitions, full cost  
16 is intended to represent the per unit cost of  
17 providing access, and shall include operating costs  
18 including overhead, capital depreciation and debt,  
19 as reflected in the budget.

20 So while we're stripping our depreciation  
21 there, I think that's incorrect to stop out the full  
22 amount.

23 If I look at the play pass mix, on page  
24 27, 46 percent of our revenues come from guests and  
25 Non-Picture Pass Holders.

1           According to our pricing policy, we should  
2 be recovering depreciation and capital costs from  
3 that group as well.

4           So, if I take 40 percent of (inaudible) we  
5 should not be writing off the full 700k of  
6 depreciation calculating these rates. It should be  
7 46 -- should be having 54 percent of the  
8 depreciation costs.

9           Sorry. 46 percent of the depreciation  
10 costs, so it should be \$320,000, approximately.

11           Is that correct?

12           MR. WINQUEST: Your math sounds correct.

13 Yeah.

14           TRUSTEE TULLOCH: Yes, these -- we're  
15 not -- at the accounting basis, we would be  
16 subsidizing Non-Picture Pass Holders and outsiders  
17 from our facility fee, which I believe would be  
18 incorrect.

19           CHAIR DENT: What are your thoughts on item  
20 1?

21           TRUSTEE TULLOCH: I'd assume that the  
22 Non-Picture Pass Holder was the eight percent, given  
23 what I've just stated in terms of depreciation, I  
24 would prefer to see it at eight percent, as per the  
25 proposal.

1 I think I'm okay with the other ones  
2 there.

3 CHAIR DENT: Okay. Trustee Noble?

4 TRUSTEE NOBLE: I was going between the  
5 five and eight percent for 1 a. I'm fine with the  
6 eight percent on this one, and I'm fine in the  
7 proposals in b and c, and number 1 as well.

8 CHAIR DENT: Okay. Trustee Schmitz?

9 TRUSTEE SCHMITZ: Are we weighing in on  
10 each one of those individually?

11 I'm fine with increasing the Championship  
12 Course, but only the five percent. Anything more  
13 would be in violation of policies. We'd be  
14 over-collecting from the Picture Pass Holders.

15 CHAIR DENT: Are you saying that for  
16 Picture Pass Holders and non, do you say stay at  
17 eight percent?

18 TRUSTEE SCHMITZ: Yes.

19 CHAIR DENT: So 1 b would be five percent,  
20 1 a would be eight percent?

21 TRUSTEE SCHMITZ: Yes.

22 CHAIR DENT: Are you okay with the eight  
23 percent for Non-Picture Pass Holders and five  
24 percent for Picture Pass Holders?

25 TRUSTEE TONKING: I agree with that.

1 TRUSTEE TULLOCK: I'm okay eight percent.  
2 Does that make much difference in the 50 percent?  
3 I'm assuming we're using an approximate 50 percent  
4 here.

5 CHAIR DENT: Yes. It's close enough.

6 TRUSTEE TULLOCH: I'm okay with that.

7 CHAIR DENT: We're not passing it along.  
8 It would be a five percent.

9 TRUSTEE TULLOCH: Yep.

10 TRUSTEE TONKING: Quick question: Do you  
11 think it's easier if we make motions to keep track  
12 of it all or each one?

13 CHAIR DENT: Let's get through this one,  
14 and then look at the other items.

15 Let's just say, like, increase their range  
16 fees at \$1 per product, item 8, if no one has an  
17 issue with that, we can look around the table really  
18 quickly and we can bundle 1 and 8, because it sounds  
19 like we're pretty much in agreement on 1 right now.

20 TRUSTEE TONKING: Okay. Great.

21 CHAIR DENT: Trustee Noble?

22 TRUSTEE NOBLE: One point of  
23 clarification. I'm looking at page 41 of 62, and  
24 the percentage increase from 2022, and when I look  
25 at the Picture Pass Holders, there's various

1 percentages.

2           So, is the proposal not to have a  
3 50-percent reduction from the Non-Picture Pass  
4 Holder rate, but just simply increase the rates by  
5 five percent from 2021 for Picture Pass Holders?

6           And the reason why I asked is a few of  
7 those rates seem to be out of whack, for lack of a  
8 better term.

9           We have, like, there's some corrections.  
10 One is 49 percent. Obviously, that's the  
11 Non-Picture Pass Holder rate, but then there are, if  
12 I look at -- there's an 18, 19, 23, 18 percent  
13 various ones.

14           We're going to -- if we just do the five  
15 percent, those deltas are going to get magnified.  
16 I'm wondering if it would be more appropriate to do  
17 the eight percent for Non-Picture Pass Holders, and  
18 just do a 50-percent reduction, and then it's clean  
19 for all time going forward.

20           Then when there are -- it'll be much  
21 easier to make changes based on that based on a  
22 percentage standpoint going forward, versus having  
23 these -- if you do percentage increases going  
24 forward without doing this correction, those deltas  
25 will magnify over time?

1 CHAIR DENT: Thank you.

2 Trustee Schmitz?

3 TRUSTEE SCHMITZ: We don't have an  
4 official policy that sets this rule. And if we're  
5 able to capture enough revenues so that we can lower  
6 our Picture Pass Holder rate, we need to do that.  
7 That is the right thing to do. It's according to  
8 our policy.

9 So, I don't think we should be bound by  
10 something that actually isn't even a policy. It  
11 might be that standard, but these are internal rates  
12 for our internal customers.

13 As a board, we can look at the numbers and  
14 make the decisions, but do so after we know what the  
15 revenue, given the play mix and given the rates  
16 increases are for the Non-Picture Pass Holders.

17 TRUSTEE TULLOCK: I agree with Trustee  
18 Noble. We need to be consistent. We put this into  
19 practice in ski, and we had the same impact there.  
20 We did talk at the time saying we should be  
21 consistent about it.

22 I think it would be difficult after all  
23 these larger percent increase than in ski when it's  
24 actually still making money, and then start using  
25 mixing and matching principles.

1 We're either consistent or not consistent.  
2 TRUSTEE TONKING: Correct me if I'm wrong,  
3 but I actually think if we did the eight and then we  
4 did the five, we'd actually see these percents get  
5 magnified more, and would be outside of our pricing  
6 policy.

7 So I think we're better off doing the 50  
8 percent and staying at rate. Otherwise, it gets too  
9 big with the way that these percentages are  
10 operating.

11 TRUSTEE SCHMITZ: All I'm saying is that  
12 we don't have a policy to tie anything to a  
13 percentage, and we should just do what is right by  
14 our Picture Pass Holders.

15 TRUSTEE TONKING: Our Picture Pass Holders  
16 would face higher charges if we did it the five  
17 percent way, I think, based off these percentages.

18 TRUSTEE SCHMITZ: I'm just talking about  
19 the big picture.

20 MR. HOWARD: To clear some of this up,  
21 when we went through and we were determining the  
22 Picture Pass Holder rates going at the 50 percent of  
23 whatever the Non-Picture Pass Holder rate was, that  
24 did to go up considerably.

25 So, if you do it at the percent, it's



1 going to raise it a lot higher than we think it  
2 should be.

3           So, my opinion would be if you do the  
4 Non-Picture Pass Holder rate at eight percent, you  
5 may want to go back to the chart that I had produced  
6 before of what the five percent of that looked like.

7           CHAIR DENT: I think that is what we're  
8 saying. We're just trying to work through the  
9 language for when we do make a motion.

10           For item 1, it would be an eight-percent  
11 increase for Non-Picture Pass Holders.

12           For item 1 b, it would 50 percent of a  
13 five-percent increase for Non-Picture Pass Holders.  
14 We're all on the same page? All right.

15           I think we're good on that one.

16           Item 2. Do we have questions on item 2?

17           So item 1 says -- item 1 a: Increase  
18 Non-Picture Pass Holders rates, Championship golf  
19 Course by eight percent, right? We're all in  
20 alignment on that.

21           However, we don't believe that we should  
22 be increasing Picture Pass Holders' rates by 50  
23 percent of that eight-percent increase; we believe  
24 we should be doing it by 5 percent or 50 percent of  
25 the five percent increase.

1 TRUSTEE NOBLE: Instead of the 50-percent  
2 discount, it would be closer to a 53-percent  
3 discount.

4 CHAIR DENT: Whatever that equals out to.  
5 All right. Are we done with item 1?

6 Okay item 2, Mountain Course. Increase  
7 Non-Picture Pass daily lay rates by 12 percent.

8 Anyone have an issue with that? 2 a. No.

9 2 b. Increase Picture Pass Holders's  
10 guest daily rates at Mountain Course by eight  
11 percent. Everyone okay with that? Okay.

12 Item 2 c. Eliminate shoulder season rates  
13 and replace with peak season rates from September  
14 15th to closing. Does anyone have an issue with 2  
15 c?

16 TRUSTEE TONKING: My concern is we might  
17 run into this issue because we know that it's  
18 usually fire season, there's other things going on,  
19 there's not that many people in the basin during  
20 that time that we might be able to fill tee times at  
21 that higher rate. Some revenue is better than none.

22 TRUSTEE TULLOCK: Question for Mr. Howard.  
23 Are we reducing play at Mountain Course to nine  
24 holes only from September 15th any?

25 MR. HOWARD: Yes, sir. We are.

1 TRUSTEE TULLOCK: So, we're going to nine  
2 holes only, then we can to keep peak season rates.  
3 I agree with Trustee Tonking.

4 I think the increment revenue in fact  
5 would be minimal. I think it would be minimal. I  
6 think given inconvenience of us going down to nine  
7 two for two weeks, it typically ends in the first  
8 week of October. It doesn't make a lot of sense.

9 CHAIR DENT: You're saying keep those  
10 shoulder season rates -- okay.

11 TRUSTEE SCHMITZ: This was staff's  
12 recommendation based on doing their competitive  
13 analysis, and the others in the area didn't have the  
14 fall season rate. So, the thought process was is  
15 for Non-Picture Pass Holders that we should maintain  
16 that.

17 So, I'm going to supportive of staff's  
18 recommendations.

19 MR. WINQUEST: I was actually going to  
20 recommend -- Trustee Tulloch's point is a good  
21 point. We will be doing the Mountain Course pathway  
22 project.

23 Another reason why high staff recommended  
24 this is the golf course is in phenomenal condition  
25 at that point in the season. I can see in the early

1 shoulder season where we're just trying to get the  
2 courses up and going, you know, you're not going to  
3 see it in that great of shape.

4 I would recommend -- completely fine with  
5 that recommendation. I would recommend that we  
6 revisit removing the shoulder season rates in the  
7 fall after this coming season, and after we have a  
8 chance to monitor the financial performance based on  
9 this.

10 CHAIR DENT: Understood. Thank you.

11 TRUSTEE NOBLE: I would like to eliminate  
12 the shoulder season rates just to see the impact on  
13 it. It's going to be small this time, just sort of  
14 a good test, even with just nine holes. It would be  
15 worth it.

16 There isn't a lot of downside risk with  
17 regards to trying it out this season, given what's  
18 going to be going on.

19 CHAIR DENT: Understood. I agree with you  
20 on that, Trustee Noble.

21 TRUSTEE TONKING: Trustee Schmitz has said  
22 it was just for Non-Picture Pass Holders; is that  
23 correct. I didn't quite get that from the packet.

24 MR. WINQUEST: That would be for all.

25 TRUSTEE TONKING: Perfect thank you.

1 TRUSTEE TULLOCK: That was my question as  
2 well. I thought we were discussing purely for  
3 Picture Pass Holders there. I concur with Trustee  
4 Noble. In that case, let's move forward and see the  
5 impact of it.

6 CHAIR DENT: Any further discussion on  
7 item 2? No. Okay.

8 Do you guys want to discuss item 3? Item  
9 4, do we need to have discussion? Okay.

10 TRUSTEE SCHMITZ: Did you say we were  
11 coming back to 3?

12 CHAIR DENT: Yeah. I just want to figure  
13 out which ones we don't need to talk about. We can  
14 make a motion, get those off, and then we can talk  
15 about the ones we need to talk about.

16 Item 5?

17 TRUSTEE TULLOCK: Just for the record, on  
18 prebook fees, my concern about that is how we  
19 prevent abuse of it, particularly the 72-hour  
20 cancellation window is pretty short for refilling  
21 rounds. I mean, it would be very easy to gain a  
22 scenario where somebody could make a boat load of  
23 bookings up front and keep consistently canceling  
24 them.

25 I want to make sure we have some

1 consistent practices in place to avoid that.

2 I would also like to see it moved to  
3 five-days' cancellation rather than three days to  
4 give more chance of people actually seeing the  
5 vacant tee times.

6 CHAIR DENT: Trustee Tonking?

7 TRUSTEE TONKING: I concur with the  
8 concern. I almost wondered if you do five days at a  
9 50 percent cancellation, and then three at a hundred  
10 percent, something like that, where that fee  
11 motivates you to cancel or also not book every time.  
12 Some motivation.

13 Or we monitor it for a year and see what  
14 happens, but I would be okay doing, like, 50 percent  
15 at five days and a hundred percent at three days.

16 CHAIR DENT: Thank you.

17 Trustee Schmitz?

18 TRUSTEE SCHMITZ: I have the same concern.  
19 And I think the suggestion is manageable and doable.  
20 And I think, perhaps, we should ask staff to closely  
21 monitor that.

22 And someone in public comment made a  
23 statement about standby alerts. Is that something  
24 we have the ability to do and we send out emails  
25 blasts to our Picture Pass Holders when we have

1 cancellations?

2 MR. HOWARD: At this point, we do not send  
3 out an email blast, but we have people calling in  
4 almost on a daily bases that get put in the log.  
5 Then we just go off the log.

6 TRUSTEE SCHMITZ: Is to difficult or  
7 burdensome to, within five days of a tee time,  
8 actually send emails out to our golf community  
9 letting them know tee time availability to try to  
10 make sure we've got maximum utilization?

11 MR. HOWARD: I'm sure I can get with our  
12 IT department and revenue office to see how that  
13 could be implemented.

14 TRUSTEE SCHMITZ: If we have higher  
15 utilization, that, ultimately, helps our financial  
16 situation.

17 And I like the idea of having a stepping  
18 system in to the cancellation because I am also  
19 concerned about people canceling bookings, and then  
20 us ending up with time that are not filled.

21 CHAIR DENT: Mr. Howard, how hard is it to  
22 implement something like that where at five days,  
23 there's a 50-percent charge, and so on?

24 MR. HOWARD: That's the easier part,  
25 change the rule within the system. The harder part,

1 which we'll look at, would be how to get the email  
2 blast out for the time. We'll work on that.

3 CHAIR DENT: Number 5. No  
4 show/cancellation fee policy. No change. Are we  
5 good with number 5?

6 All right. Number 6. Golf club  
7 reservations. Do you want to talk about that one?  
8 Deep dive? Any discussion? Okay. We'll come back  
9 to it.

10 Number 7. Non-profit organization rates.  
11 Is there a discussion there?

12 TRUSTEE TULLOCK: I think we should be  
13 consistent. We should have a percentage increase on  
14 these the same as everywhere else in the system.

15 We also need to look at -- I've expressed  
16 my concerns before -- just because it's a  
17 not-for-profit doesn't necessarily mean it's a  
18 charitable organization. I think that's -- I'm sure  
19 that's something we monitor.

20 It's not like our costs have been down  
21 over the five-percent increase and that would be  
22 acceptable.

23 TRUSTEE NOBLE: I'm fine with keeping it  
24 as is this year. However, I'd like to see a  
25 proposal next year where it said at least at the



1 Picture Pass Holder rates so they're not paying less  
2 than what the Picture Pass Holders pay.

3 CHAIR DENT: Understood.

4 TRUSTEE TONKING: This comes up a lot, all  
5 across the District. I wonder if we have an agenda  
6 item that is solely about how we deal with  
7 non-profit organizations, and we just create some  
8 formal mechanism on it.

9 I think we keep the same this year for all  
10 the venues, and then we deep dive into. I think  
11 that would be helpful.

12 CHAIR DENT: Good suggestion.

13 TRUSTEE SCHMITZ: I asked staff to get  
14 some statistics for pages 19, where we have the grid  
15 about service levels and reservations.

16 And staff provided me with a number that,  
17 Championship Course, there are four non-profit  
18 tournaments, and they are shotgun events, I believe  
19 is what Mr. Howard had given me.

20 And I believe that there are two at  
21 Mountain Course and those are not shotgun format,  
22 they are regular set-up tournaments.

23 Those are some shotguns also? Okay.

24 So, there's two at Mountain and four -- at  
25 least you know the numbers we're talking about.

1 CHAIR DENT: Okay. Thank you for that.

2 Moving on to item 8, any discussion on  
3 item 8? Okay.

4 Then there will definitely be discussion  
5 on 9 and 10.

6 Item 1, 2, 4, 5, 7, 8 are all items we  
7 don't -- necessarily need much more discussion on.  
8 If someone wants to make a motion, I'll entertain  
9 one. Or we can have that discussion and try to  
10 incorporate it all into one motion.

11 TRUSTEE TULLOCK: Just point on process,  
12 when it's been presented to you as a single item,  
13 can we make separate motions?

14 CHAIR DENT: Melissa, do you want to  
15 weight in on that?

16 MELISSA: Yeah. You can. We broke it up  
17 that way to make it a little bit easier. There's A  
18 lot of different information here.

19 If you would like to make separate  
20 motions, that's appropriate.

21 CHAIR DENT: You're talking about ten  
22 motions or a couple?

23 TRUSTEE TULLOCK: I wasn't sure when it  
24 was presented as a single item that we could  
25 actually change it.

1 CHAIR DENT: Yep. Cool. Thank you

2 Melissa.

3 I'll entertain a motion.

4 TRUSTEE TONKING: I'll read each of these  
5 to do a motion.

6 I move that the board increase Non-Picture  
7 Pass Holder rates at the Championship Course by  
8 eight percent, and increase the Picture Pass Holder  
9 rates to be set at 50 percent of a five percent  
10 increase on Non-Picture Pass Holder rates for the  
11 2023 season. That guest rates will be set at a  
12 midpoint of Non-Picture Pass Holder and Picture Pass  
13 Holder Rates consistent with industry standards.

14 Mountain Course, we increase Non-Picture  
15 Pass daily rates by 12 percent based on market rates  
16 for comparable courses, increase Picture Pass Holder  
17 and guest daily rates by eight percent and eliminate  
18 shoulder season rates and replace those with the  
19 peak season rates.

20 I move that we eliminate prebook fees for  
21 all Picture Pass Holders at both golf courses, and  
22 retain prebook fees for Non-Picture Pass Holders,  
23 and amend the no-show cancelation fee policy for a  
24 50-percent cancellation fee within five days of tee  
25 time and 100 percent within three days of tee time.

1 I move that we restrict golf club  
2 reservations during peak season Friday through  
3 Sundays to tee times starting at 11:00 A.M., and  
4 club will retain one weekend member guest event for  
5 the 2023 season.

6 I will strike out that number 6.

7 I move that we maintain non-profit  
8 organization rates as approved by the Board of  
9 Trustees for the 2022 golf season, and that we  
10 increase range fee rates by \$1 per product.

11 CHAIR DENT: Motion's been made. Is there  
12 a second?

13 TRUSTEE NOBLE: Second.

14 MR. HOWARD: Okay. Just a point of  
15 clarification, the Mountain Course was 12-plus  
16 because there was some on one side of it and one on  
17 the other. I wanted to make sure we clarified that.

18 TRUSTEE TONKING: I'm fine with it being  
19 12-plus.

20 TRUSTEE NOBLE: And I am as well.

21 TRUSTEE SCHMITZ: I have a question: Is  
22 it important to be 72 hours versus three days?

23 MR. HOWARD: I think yes.

24 TRUSTEE SCHMITZ: May we amend that?

25 TRUSTEE TONKING: We can amend three days

1 to be 72 hours. And five be 120 hours.

2 CHAIR DENT: Motion's been amended.

3 TRUSTEE NOBLE: I second that.

4 CHAIR DENT: Okay. All right. Any

5 further discussion by the board on these items?

6 Seeing none, call for the question, all those in

7 favor, state aye.

8 TRUSTEE NOBLE: Aye.

9 TRUSTEE TONKING: Aye.

10 TRUSTEE TULLOCH: Aye.

11 TRUSTEE SCHMITZ: Aye.

12 CHAIR DENT: Aye.

13 Opposed? Motion passes 5/0.

14 All right let's move on to item 3 first.

15 TRUSTEE TONKING: Thanks, Chair.

16 I'm going to present something as

17 exciting. I think that we shouldn't element the

18 All-You-Can-Play Passes, and here is my thought on

19 it.

20 I think if we did our increase -- looking

21 at the average expenditure, there's a \$40 difference

22 on average. I was thinking we would do is have your

23 five-percent increase -- 50 percent on five percent.

24 Take that increase and then had additional five

25 percent to get us to almost be that same price per

1 round with a sight discount.

2           It keeps us having our players who play  
3 all the time and we get that revenue early on and it  
4 helps eliminate that gap.

5           So, I would say keep it with a five  
6 percent, like, additional fee on top of the one  
7 already increase.

8           CHAIR DENT: Thank you, Trustee Tonking.

9           TRUSTEE TULLOCK: I would actually ask  
10 Mr. Howard his views on that. Staff brought the  
11 proposal to eliminate the All-You-Can-Play Pass.

12           I think we also -- my nervousness is this  
13 with removal of prebooks fees and things as well.  
14 It needs to be looked at in conjunction with that as  
15 well to make sure there's no games being played on  
16 it.

17           MR. HOWARD: Can you ask that one more  
18 time, please?

19           TRUSTEE TULLOCK: Mr. Howard, do you  
20 recommend the elimination of the All-You-Can-Play  
21 Pass? I see the rationale behind and the reasoning  
22 for it. Perhaps, you would like to give the Board  
23 your thoughts on keeping it.

24           MR. HOWARD: On keeping it or not keeping  
25 it?

1 TRUSTEE TULLOCH: Keeping it or not  
2 keeping it.

3 MR. HOWARD: This goes back to a couple of  
4 years ago to try to make sure what we knew what that  
5 bottom line was going to be so it's a lot easier to  
6 project.

7 We don't necessarily know that with  
8 All-You-Can-Play Passes, so that was the rationale  
9 behind that, and it would increase revenue.

10 TRUSTEE TULLOCK: Would it increase  
11 revenue or decrease revenue?

12 MR. HOWARD: By not having the  
13 All-You-Can-Play or having it?

14 TRUSTEE TULLOCH: Not having it.

15 MR. HOWARD: Potentially it could because  
16 you would have to buy some other if they wanted to  
17 play as many rounds, or they might play somewhere  
18 else. I don't know.

19 TRUSTEE TULLOCK: I like Mr. Noble 's  
20 suggestion, 40-Plus. I can fully understand,  
21 All-You-Can-Play, you can jump out for a few holes,  
22 but I think it's just, the recommendation is brought  
23 forward. I'm just trying to understand the  
24 rationale behind it as Trustee Noble had 40-Plus  
25 suggestion in play as well.

1 MR. HOWARD: I think the 40-Plus is a good  
2 compromise between the two, because we do have a  
3 number of individuals that love to play a lot of  
4 golf and would love some type of pass like that.

5 That is a good compromise with some good  
6 parameters in there. If we can take care of some  
7 them to some degree, I think that would be fine.

8 CHAIR DENT: Trustee Noble?

9 TRUSTEE NOBLE: I had a conversation with  
10 you just before this is meeting with regards to  
11 implementation of the 40-Plus Play and how that  
12 would work.

13 And if the board moved forward with that  
14 proposal, is that something that you can make work  
15 in the system, or are you unsure at this point?

16 If you're unsure, there's the another  
17 proposal I was going to put out there if you can't  
18 do that.

19 MR. WINQUEST: After speaking to staff  
20 today, there would definitely be challenges to  
21 administering that type of product. It doesn't mean  
22 we can't do it, but we would need a little bit more  
23 time to evaluate whether or not the system can  
24 accommodate, because it's -- another question that  
25 has been asked is do you have use up your 40 before



1 you could then be on standby, I would say, yeah,  
2 should have to.

3           That's one thing that's come up. We would  
4 have to discuss some parameters.

5           If I may, I want to go back to the prior  
6 question about elimination of play passes.

7           So, you know, for three or four years now,  
8 there's been a lot of discussion about bringing up  
9 that revenue around closing the gap and the cost per  
10 round.

11           And so, if you remember, there was  
12 initially a proposal on the table from Mr. Howard a  
13 few years ago to raise the prices on play pass to  
14 get them to that point where we're starting to close  
15 that gap.

16           So the reason why we've been recommending  
17 this is that expectation to close that gap, as well  
18 as to be in compliance with the pricing policy.  
19 That's why staff is making this recommendation.

20           So, if we're looking at raising prices at  
21 All-You-Can-Play prices to shrink that the gap, then  
22 we're completely comfortable with looking at how  
23 that works for a season and whether or not it closes  
24 the gap.

25           We do believe that it can eliminating the

1 All-You-Can-Play Passes, it could, potentially,  
2 bring up that total review per round.

3 But we can't be a hundred percent sure  
4 because it could potentially go the other direction  
5 where we lose some of golfers, our core business,  
6 which is what we don't want.

7 This is a very challenging discussion to  
8 be had. I don't really know if there's a right or  
9 wrong answer.

10 So, I just wanted to point that out  
11 history, some of the history on that.

12 TRUSTEE NOBLE: Question for Trustee  
13 Tonking. I want to explore a little bit more of the  
14 five percent and then an additional five percent for  
15 the season passes.

16 When I'm looking at those prices for last  
17 year, we had, basically, boosted them ten percent.  
18 They don't cover -- they don't hit, at least on some  
19 of them, the cost for the 40-Play Pass, so that's a  
20 concern for me there.

21 So, like, for example, the Mountain  
22 Course, the rate for 2022, is 865. But the 40-Plays  
23 is proposed at 1364. And so, even at ten percent,  
24 you wouldn't get close to that 40-Play.

25 Before you made that proposal, I thought

1 about it, after talking with Mr. Howard,  
2 implementing the 40-Plus Play Pass may be an issue.

3 I will throw this out there for  
4 consideration: What if you bring back the  
5 All-You-Can-Play Pass, but base it off of a 50 --  
6 you would take the -- I'll take an example.

7 Let's do the Championship Course P.M., 40  
8 plays at 1,798, based on average round of 4498. If  
9 you do ten more rounds, you're at, essentially,  
10 \$450, so it brings it up to 2248.

11 So, you have an All-You-Can-Play Pass that  
12 is based off of a 50-round calculation, and maybe do  
13 that for the Championship Course after 2:00 P.M.,  
14 Mountain Course, and then the Mountain Course nine  
15 hole.

16 With regarding to the Championship Course,  
17 everything that I keep hearing from everybody is --  
18 listening to other board member and staff is that  
19 the Championship Course prime time is what  
20 everybody's going on after.

21 And so I would not propose an unlimited  
22 All-You-Can-Play Champ Course; I would propose, in  
23 place of that, the limited Champ Course, like we had  
24 last year, that is anytime during the shoulder  
25 seasons and during the high season, Monday through

1 Thursday, anytime and after 12:00 P.M. Friday  
2 through Sunday.

3           And trying to price that, you know, that  
4 was 2596 last year. So, there isn't a really --  
5 because there would be the 40-Play Pass at 2960, I  
6 would I think an All-You-Can-Play limited pass at  
7 3,200 would be in there.

8           And then you have -- there was a couples  
9 discount last year; there was about a 35-percent  
10 discount. I'd rather see more of a 15- to  
11 20-percent discount for couple.

12           That's another proposal out there for  
13 consideration.

14           Yes, the 40-Plus Play, I proposed that. I  
15 still support that. I would also support coming  
16 with an All-You-Can-Play Pass in lieu of that, based  
17 on those numbers and that reasoning.

18           CHAIR DENT: Thank you.

19           TRUSTEE SCHMITZ: In working with Director  
20 of Golf, he has been advocating to dissolve the  
21 All-You-Can-Play Passes for a number of years due to  
22 what it does to the delusion of the revenue per  
23 round.

24           If we're going to have a discussion, I  
25 personally don't want to sit here on the fly and try

1 to do reanalysis of what Mr. Howard has brought  
2 forward as his recommendation.

3           If the board wants to have additional  
4 analysis and what not done, then I think we need to  
5 let staff go and do the financial analysis and come  
6 up with something that is before us to make a  
7 decision on.

8           But staff has put a lot of time and effort  
9 into formulating a recommendation for our  
10 consideration. They've put together the information  
11 on page 29 to show how the All-You-Can-Play for the  
12 Championship Course has diluted the revenue per  
13 round that we're receiving. And 80 of these passes  
14 do go to club members who are using them at the  
15 prime times when they have the prebooking capability  
16 that other people don't have.

17           I just feel that, as one board member, I'm  
18 not going to sit here and start  
19 on-the-back-of-napkin calculating and figuring.

20           I'm willing to either accept staff's  
21 recommendation or ask staff to come back with an  
22 alternative recommendation.

23           CHAIR DENT: Thank you.

24           TRUSTEE TONKING: Mr. Howard, are you  
25 completely -- do you feel confident that we need to

1 dissolve All-You-Can-Play Passes?

2 MR. HOWARD: Unless we can come up with a  
3 better rate to get that average up, that would be my  
4 recommendation. And what that rate is, 10, 15  
5 percent above, to get the rates up, or the average  
6 dollar up, and to maybe use the 50 round, kind of,  
7 average in there for an All-You-Can-Play to figure  
8 that out. Which is, I think, what two years ago,  
9 that's basically where we were on the  
10 All-You-Can-Play.

11 So that's my thoughts.

12 TRUSTEE TULLOCH: I pulled up your  
13 recommendations from two years ago when we first did  
14 this, and that's exactly what you had said, you'd  
15 put them off to 50 play.

16 I like this idea. I like this idea  
17 because I don't feel confident that we should be  
18 getting rid of All-You-Can-Play right away.

19 Let's try what Mr. Howard had originally  
20 recommended us to do as a board, and we failed to do  
21 two years ago.

22 I also think that we've pushed this so  
23 much, I'm not really down to push it again.

24 I also think that I like the idea of an  
25 All-You-Can-Play Pass, especially in the afternoons

1 at the Mountain Course. I feel like those are areas  
2 that we see a lot more free tee times. Afternoon  
3 Champ and at the Mountain.

4 And then I like the idea of eliminating  
5 it, so we've kind of fixed some of that issue where  
6 it's only a certain group of people who get all of  
7 the times, and we try to see.

8 With that limited, we explicitly monitor  
9 who purchases it and how often its used, and, maybe,  
10 that goes away next year altogether, and we can go  
11 from there.

12 That's my thoughts.

13 CHAIR DENT: Thank you.

14 TRUSTEE TULLOCK: Thank you.

15 Yeah, I think -- I understand Trustee  
16 Schmitz' position. We've spent a lot of effort into  
17 this. We've done some calculations. Everyone's --  
18 we're hearing, oh, congratulations, we're actually  
19 making money, even though if we disregard some of  
20 the depreciation, it should be coming in. We're  
21 breaking even.

22 Now, we suddenly start making some changes  
23 on the fly, we don't know what that does to the  
24 overall numbers.

25 It's putting Mr. Howard in a position,

1 perhaps, he shouldn't be. We're setting him targets  
2 based on different calculations and then a change  
3 there.

4 To clarify, if it's based on the 40 Pass,  
5 the 50 Pass, or the All-You-Can-Play, we get 25  
6 increase over the 40 Pass. So, basically, the  
7 All-You-Can-Play Pass would be the 40-Play Pass  
8 pricing here, with another 25 percent added to it.

9 MR. HOWARD: Fifteen percent added to it,  
10 I think is what it was.

11 TRUSTEE TULLOCK: I'm calculating it  
12 assuming it's based off the 40. We're already  
13 giving pretty substantial per round discounts on the  
14 40 Pass. I'm not comfortable -- just, you know,  
15 opening it up completely and then giving even  
16 further discounts.

17 That's why -- my rough calculation would  
18 be 25 percent of the 40 Pass.

19 CHAIR DENT: Mr. Howard, so you brought us  
20 the 40-Plus on standby rate that was discussed a  
21 couple meetings back, but you said we can't  
22 implement that in the system?

23 MR. HOWARD: It will be tough to totally  
24 calculate that.

25 One way we had looked at it is to use the



1 40 plays during the months -- or June 15th through  
2 September 15th, that's the prime season, which is 90  
3 days. And then you could use the standby during the  
4 two shoulder seasons.

5           It would be a little hard to administer  
6 because, after talking with the revenue office, we,  
7 basically, for that one play pass, would have to  
8 build three different products. It's doable, but  
9 it's . . .

10           CHAIR DENT: Okay.

11           TRUSTEE TONKING: Mr. Howard, so then we  
12 can't do that, these people would just have a 40 --  
13 we would just cap it at 40? Okay. Okay.

14           MR. HOWARD: And then they would just have  
15 to -- if they played more than 40, come back and  
16 either pay the daily rate or buy 10 or 20 or 33  
17 more.

18           CHAIR DENT: Understood.

19           TRUSTEE TULLOCK: Okay. So, I mean, I  
20 understand the rationale people wanting  
21 All-You-Can-Play. I also understand the work that's  
22 gone into this.

23           I agree, it's difficult to calculate  
24 numbers on the fly. I think the only easy way is to  
25 make sure it's set at such a level that people think

1 (inaudible) in terms of that.

2 If we do feel it's necessary to go a  
3 slight further discount over the 40 Pass rate, that  
4 would save 20 percent, and I think that should be  
5 sufficient to bring it up.

6 But I'm very sensitive to the concerns  
7 that we've worked out. We've worked out all the  
8 numbers.

9 I'm also aware, we're now -- it's the  
10 night before Christmas, people are waiting to buy  
11 their passes, and it's difficult to carry over.

12 I'm on the fence about it in terms of  
13 that, but if there is a suggestion, my threshold  
14 would be 20 percent on top of the 40-Play Pass.

15 MR. WINQUEST: So to be clear on that, we  
16 have 2960 proposed price, so you're saying 20  
17 percent on top of that 2960, which would be about  
18 another \$600. It would be about 3,500?

19 TRUSTEE NOBLE: 3552.

20 MR. WINQUEST: Is that correct? Is that  
21 what you're saying?

22 TRUSTEE TULLOCK: Yeah. I think that's  
23 the range.

24 I think there's also -- Trustee Noble  
25 mentioned a couples' pass. I thought we eliminated

1 the couples' pass. I think we need to . . .

2 MR. HOWARD: If I could clear that up,  
3 just to try to make sure we take care of as people  
4 as possible.

5 I think what you're referring to is if you  
6 have a husband and wife, and they bought a 40 Play,  
7 they could share that.

8 I was just giving the option that they  
9 could -- couples residing in the same household  
10 could use that pass, together. If they use 40, they  
11 would have to come back and buy more, if they go  
12 through that.

13 That was just trying to meet in the middle  
14 somewhere.

15 TRUSTEE SCHMITZ: Does that share  
16 capability exist for all of the play passes, not  
17 just the 40 or is it just the 40?

18 MR. HOWARD: No. That would be for the  
19 10, 20, 30, and 40.

20 TRUSTEE TULLOCK: Yeah, I had read that,  
21 seen that in the proposal, so that's why I had  
22 underlined the small print. I thought that was  
23 something left over from a previous one.

24 I didn't see anywhere in the proposals  
25 that we're going to allow people to share play

1 passes.

2 TRUSTEE NOBLE: With the 20 percent  
3 increase over the 40-Play for an All-You-Can-Play  
4 Pass, with regards to the Championship Course, would  
5 you have that as a limited play with the shoulder  
6 season, and then Monday through Thursday with the  
7 high season, and then only after 12:00 P.M. on  
8 Friday, Saturday, Sunday?

9 And the reason why is -- that's why I was  
10 trying to come up with -- one of the issues with --  
11 I think we're trying to resolve -- is keep those  
12 Friday, Saturday, Sunday, prime time, high season  
13 open for others besides -- make them available for  
14 more people.

15 That's why I'm questioning whether or not  
16 you wanted to just -- unlimited All-You-Can-Play  
17 Championship Course or just unlimited?

18 TRUSTEE TULLOCK: Great point, Trustee  
19 Noble.

20 I think I would actually defer to  
21 Mr. Howard there. My suspicion is, given we would  
22 run into the same difficulties administering it as  
23 we do with administering the 40-Play Pass, I think  
24 might be the issue.

25 MR. HOWARD: Yeah, I think it's going to

1 be a learning process for our entire staff on this,  
2 and it would take some education.

3 But, you know, that's our job. We would  
4 figure out a way to get it done.

5 TRUSTEE TONKING: Is that easier to do  
6 than the standby, like, to implement?

7 MR. HOWARD: The quick answer is yes.

8 TRUSTEE TONKING: Okay. I'm okay with  
9 the 20 percent. I'm fine with the limited. But I'm  
10 not making a motion about the limited, just FYI.

11 I was also thinking if we do the  
12 All-You-Can-Play, I think you have to kind of get  
13 rid of the couples, because I think, A, just the  
14 equity issue that with couples and being a  
15 government organization is something we need to  
16 think about, and I just feel we're going to enter a  
17 landmine that we don't need to be entering.

18 But if we stay with this play, like, I'm  
19 fine keeping the couple, but the pass, that goes.

20 TRUSTEE TULLOCK: Thank you, Mr. Howard,  
21 for the clarification. If it can be done on that  
22 basis, I'm okay with that.

23 And I agree with Trustee Tonking.

24 CHAIR DENT: Any further discussion on  
25 this item?

1 TRUSTEE SCHMITZ: One question: Where  
2 you're going, if this is an All-You-Can-Play, this  
3 is not something, back to the extent of the couples  
4 point, it is not something that is shareable?

5 MR. WINQUEST: I just want to clarify  
6 based on the couples discussion.

7 So, did I just hear that we weren't going  
8 to allow folks to share a 40-Play? I wanted to  
9 verify.

10 TRUSTEE TONKING: I think what I had said  
11 is if it's an All-You-Can-Play Passes, if we get rid  
12 -- if we don't do this 40-Play situation, then it  
13 would not be -- if it's a pass, it's not a shareable  
14 pass.

15 MR. WINQUEST: So if we continue forward  
16 with an All-You-Can-Play Pass, the 10, 20, 30, 40  
17 passes would not be able to be shareable by a couple  
18 if living in the same household?

19 TRUSTEE TONKING: I don't know how I feel  
20 about that.

21 MR. WINQUEST: For the record, that is on  
22 page 44 of the packet. It's the last bullet at the  
23 end of page where that's referenced.

24 CHAIR DENT: One name only per pass.  
25 Yeah. All passes are individual, except couples

1 living in the same household, and nontransferable.

2 TRUSTEE TULLOCK: Yeah, I understood they  
3 were nontransferable. My previous discussion with  
4 Mr. Howard, he said it might be okay to use it  
5 toward the end of the season if one of the couple  
6 has some passes -- things left there, come  
7 September.

8 I think I'm not -- I agree with Trustee  
9 Tonking that there becomes an equity issue, then, in  
10 terms of if you start couples can share the pass but  
11 others can't. It's -- you've got to be very careful  
12 in that.

13 To me, there's no sharing. I can  
14 understand -- I think it may be possible to use up  
15 some passes at the end of the shoulder season, but I  
16 don't think it should be a general, transferable  
17 pass.

18 TRUSTEE SCHMITZ: Just back to the  
19 fairness perspective, it sort of creates a situation  
20 of unfairness, because what if someone doesn't have  
21 a couple, then why can't they give their pass to  
22 somebody else, what have you.

23 So, I think from a being-fair-to-everyone  
24 perspective, I don't think that they should be  
25 shared.

1 TRUSTEE TONKING: I agree. I think that's  
2 fine if it's something at the end of the shoulder  
3 season if, you know, you have a few left over.

4 We can figure that out. I don't know how  
5 we implement that.

6 MR. WINQUEST: It would be staff  
7 discretion.

8 TRUSTEE TONKING: Like, at the end, you  
9 know, if you have three left over, and your  
10 significant other, whoever you live with, I guess,  
11 can, maybe, use it.

12 I don't know. I don't know how you'd  
13 operationally do it.

14 TRUSTEE SCHMITZ: I guess, to me, a rule  
15 is a rule, and it is a rule or it is guideline?

16 So, I guess, my feeling is let's just be  
17 clear, and let's just stay with it. And we can  
18 adjust as we need to.

19 Hopefully this -- what you're talking  
20 about adding is an All-You-Can-Play Pass that has  
21 some limitations.

22 But I think that when you get into  
23 situations where some are shared, some can't be  
24 shared, it makes it hard on staff. It really does.

25 TRUSTEE TULLOCK: Yes, I would agree.



1 Otherwise, we run into situations we've seen with  
2 cancellations where there's all sorts of different  
3 claims made. I think let's make it very simple. I  
4 think it's a rule and that's straightforward, and  
5 lets people decide.

6 But, yes, it does become an equity issue  
7 because does it mean a couple can play ten times  
8 each at 20-percent discount, but an individual can  
9 only play ten times at ten-percent discount?

10 TRUSTEE TONKING: I'm fine with that.

11 I wanted to clarify, we would have a  
12 limited All-You-Can-Play, and then we'd also have  
13 the Mountain Course All-You-Can-Play, and then an  
14 afternoon All-You-Can-Play as well at 20 percent.

15 But, yes, I think that makes sense.

16 TRUSTEE TULLOCK: Did I hear somebody say  
17 there's an unlimited nine course? That would --

18 (Inaudible cross talk.)

19 TRUSTEE TULLOCH: Okay. So could I use my  
20 unlimited pass to play nine holes in the morning and  
21 then the other nine holes in the afternoon?

22 (Inaudible cross talk.)

23 CHAIR DENT: Any other discussion on this  
24 item? Do we want to entertain a motion on this item  
25 or do we want to -- go ahead, Trustee Noble.

1 TRUSTEE NOBLE: I would move that we adopt  
2 the 10-, 20-, and 30-Play proposals in appendix C,  
3 on pages 43 through 44, for the Championship Course,  
4 Championship Course after 2:00 P.M., Mountain Course  
5 and Mountain Course nine-hole pass rates, as well as  
6 All-You-Can-Play Passes, based on the 40-Play rate  
7 plus 20 percent, and those would apply to the  
8 Championship Course, which would be a limited  
9 All-You-Can-Play Pass open from open to June 11th  
10 and September 25th through closing; that would be  
11 unlimited play, any day, any time. And June 12th  
12 through September 24th, Monday through Thursday, any  
13 day, any time, and Friday through Sunday after 12:00  
14 P.M. only.

15 And then the other All-You-Can-Play Passes  
16 would be Championship Course P.M., after 2:00 P.M.,  
17 Mountain Course and Mountain Course nine hold.

18 CHAIR DENT: A motion's been made. Is  
19 there a second?

20 TRUSTEE TONKING: I second.

21 CHAIR DENT: Discussion by the board?

22 TRUSTEE TULLOCK: 10-, 20-, and 30-Plus  
23 Play Pass. You missed the 40-Play Pass.

24 TRUSTEE NOBLE: I would amend my motion to  
25 add the 40-Play Pass.

1 TRUSTEE TULLOCK: Thank you.

2 CHAIR DENT: Motion's been amended.

3 TRUSTEE SCHMITZ: I have a question: I  
4 thought when we were discussing these  
5 All-You-Can-Play Passes would be limited and not be  
6 allowed on Friday -- on the weekends at all.

7 TRUSTEE NOBLE: That is for the  
8 Championship Course.

9 TRUSTEE SCHMITZ: (Inaudible).

10 CHAIR DENT: Yep.

11 Any first discussion?

12 All right. Seeing none, I'll call for the  
13 question. All those in favor, state aye.

14 Hold on. Additional comments?

15 TRUSTEE TULLOCK: Yeah. I thought the  
16 motion said after 12:00 on Friday through Sunday at  
17 the Championship Course.

18 (Inaudible cross talk.)

19 CHAIR DENT: Do you want to read that  
20 motion again?

21 TRUSTEE NOBLE: During the shoulder  
22 season -- just for clarification, though.

23 During the high season, the restriction is  
24 Friday through Sunday after 12:00 P.M. only.

25 And I'm taking this language from the

1 limited All-You-Can-Play season pass that was in  
2 effect at the Championship Course for 2022.

3 CHAIR DENT: Any further discussion? No.

4 All right. I'll call for the question.

5 All those in favor, please state aye.

6 TRUSTEE NOBLE: Aye.

7 TRUSTEE TONKING: Aye.

8 TRUSTEE TULLOCH: Aye.

9 TRUSTEE SCHMITZ: Aye.

10 CHAIR DENT: Aye.

11 Opposed? None. Motion passes 5/0. All  
12 right.

13 The last item, item 6, golf club  
14 reservations. Who wants to tip that one off?

15 TRUSTEE NOBLE: I'm going to try and find  
16 the pages that had -- pages 21 through 23 of the  
17 board packet that show tee time availability after  
18 club reservations.

19 So, looking at the proposal in 6 a,  
20 restricting golf club reservations during peak  
21 season, Fridays to Sunday to tee times starting at  
22 11:00 A.M.

23 I just did a rough count, of the 40  
24 possible days during the high season, in the  
25 morning, only nine are either -- nine out of 40 are

1 in red or yellow. And so that's less than 25  
2 percent, currently, are being taken up by the golf  
3 clubs.

4           And so, at least at this point, I don't  
5 know if that restriction is necessary, given that  
6 what the number of golfers and the percentage of  
7 Picture Pass Holders that are golfers who are  
8 represented by the clubs, it doesn't seem to be a  
9 problem, at least from my observation.

10           And with regards to the member events and  
11 stuff, I think this is good conversation to have,  
12 but this -- what I'd like to do, though, is do this  
13 in late fall or early winter.

14           Given that all these have already been  
15 reserved at this point, I think the disruption that  
16 it would cause would -- I don't know if it's worth  
17 it, and -- but I do think it's worth having that  
18 conversation.

19           Mr. Briggs did bring up moving all Friday  
20 tee times to 11 A.M. or later. I think that's a  
21 good proposal, but I don't think that's necessary at  
22 this point, given that less than 25 percent of those  
23 morning tee times during the high season are  
24 currently being occupied by the golf clubs.

25           TRUSTEE SCHMITZ: I agree. When I look at

1 the charts, I couldn't come up with a reason why  
2 that was significant to make that change.

3 TRUSTEE TONKING: Do you think this is  
4 something we can have, maybe, go into that committee  
5 discussion that's later on and be something that's  
6 addressed at a later time and get everyone's input?

7 CHAIR DENT: That's fine.

8 TRUSTEE TULLOCK: Okay. I think -- we've  
9 talked about equity in other areas, and I hear both  
10 sides. I hear the golf clubs, they've had this --  
11 traditionally had this. And I also hear the general  
12 public that want to play.

13 Sometimes I also hear the comments that,  
14 well, of course you can get tee times.

15 There's a difference between getting tee  
16 times and getting tee times that actually work for  
17 you.

18 I know, myself, one of the reasons I  
19 stopped playing golf, and somebody in the public  
20 comment made -- brought up the same issue, it takes  
21 five-plus hours for a round, it's kind of hard, when  
22 I'm when used to playing three hours, three-and- a  
23 half hours range. Which is the reason I play now, I  
24 only play if I can get a first-in-the-morning tee  
25 time.

1           There is obviously issues about equity  
2 there.

3           We've heard both sides from the public  
4 comment saying, we don't want government interfering  
5 in our golf clubs. Fair enough. But then the same  
6 golf clubs want to almost dictate the terms of when  
7 they get tee times, which is it? I mean, it's  
8 hypocritical to want it both ways. And I'll put my  
9 neck on the line in terms of that. I'm happy to  
10 back up my comments.

11           If we're going to pass it off, I think  
12 Mr. Briggs made a very good offer, and I think it  
13 would be very sensible to take up that offer of the  
14 eleven o'clock -- restricting it to after eleven  
15 o'clock on Fridays.

16           I think that would give us some data as  
17 well going forward for the committee discussion. I  
18 think that would be a sensible compromise.

19           I think we've compromised in a lot of  
20 other areas to try and see that we can address some  
21 of concerns raised by the community. And the golf  
22 community is not just club members, it's also the  
23 non-club members.

24           I'm very conscious and I'm trying to cater  
25 for the whole community here. So I would like -- I

1 suggest we take Mr. Briggs' suggestion, and we use  
2 that to start that as a pilot.

3 TRUSTEE SCHMITZ: I think it's great that  
4 Mr. Briggs brought forward an idea for compromise  
5 and appreciate that.

6 My concern is that if you look at an  
7 example, July 28th, if you go and make that rule,  
8 you suddenly will have to no tee times available  
9 because everyone in the morning gets shifted to the  
10 afternoon. And Friday afternoons are part of a  
11 weekend for people who are coming up just on the  
12 weekend.

13 So, my concern about doing that is that  
14 could potentially make the afternoons completely  
15 unavailable. And we do need the revenue for people  
16 who are coming up on the weekends.

17 So, I really -- I think it's a great offer  
18 and appreciate the willingness to compromise, but  
19 I'm concerned about Friday afternoons then suddenly  
20 not, you know, being completely booked. And if you  
21 start looking at some of the numbers, that's a  
22 potential risk.

23 And I think this is a great hopping off  
24 point for some discussion on compromise, with a  
25 subcommittee to look at big picture and potentially



1 identify additional ideas.

2 TRUSTEE NOBLE: I was first going to  
3 support Trustee Tulloch, because he made very good  
4 points, then I heard Trustee Schmitz' points, and I  
5 think those are also very good.

6 So, I think, between the two, I would  
7 support Trustee Schmitz on that.

8 I think it's -- I understand the proposal  
9 by Mr. Briggs, and I think it's great that he  
10 offered it; however, I think that it would be best  
11 to table this to the fall, and we can look at it  
12 holistically.

13 TRUSTEE TONKING: I think it'll also be  
14 interesting to see what happens since we waived the  
15 prebook fee for residents. So, to see if that has  
16 incentivized people to be more willing to try to  
17 book earlier, and maybe they are able to get the  
18 times that they want or they're less likely to wait  
19 for that two-week window.

20 We might see changes. Or what we could  
21 hear from them is, I went to go book, and I can't  
22 get any tee time.

23 And then I think, okay, we've completely  
24 opened for you, and it's still an issue, so we need  
25 to address it.

1 CHAIR DENT: Understood.

2 MR. HOWARD: I would just like to make a  
3 clarification that it was Mr. Briggs who called in,  
4 but I just wanted the board and the public to know  
5 that was all the clubs that got together to make  
6 that recommendation to show that they were willing  
7 to work with us and compromise and try to find  
8 solutions.

9 I did want to make that clarification.

10 CHAIR DENT: Thank you for clarifying  
11 that. We welcome that, just like we've brought up  
12 several times about having an actual committee, and  
13 all the clubs, a couple members of the public,  
14 couple trustees so we're not in this situation in  
15 the eleventh hour.

16 TRUSTEE TULLOCK: Thank you, trustees, for  
17 the good input in terms of that. I understand the  
18 point Trustee Schmitz is making.

19 I think my concern is the genie is out of  
20 bottle here. There's no pont in removing booking  
21 fees if we've got a significant portion of the  
22 preferred tee times for golfers that prefer to play  
23 in the mornings so it does destroy their whole day.

24 I think there will be blowback in terms of  
25 that because we'll still run into exactly the same

1 problems.

2 I think my other concern is that it's  
3 convenient to park it and we'll just ignore it again  
4 for another year and hope it disappears. I think  
5 the genie's out of the bottle here. I think we need  
6 to make sure that we are committed to addressing  
7 this. There is huge issues around it. I understand  
8 both sides of argument. But it doesn't mean we can  
9 just ignore it.

10 It's nice and convenient just duck under  
11 the table, it's all right, we'll get away with it  
12 for another year.

13 I want to make sure it's on the agenda.

14 CHAIR DENT: Understood.

15 So I think that closes out item 6 for  
16 right now.

17 And then item 9 and 10. Item 10 is a  
18 board advisory committee. We as a board have said  
19 we want to have a board advisory committee.

20 In my opinion, we should have an item in  
21 June, as soon as we're done with the budget, to  
22 start this process. And I don't want to be having  
23 the recommendations brought to us next March. I'd  
24 like to have them in the fall.

25 That way, we can go into budget season and

1 look at these numbers, because I think it would  
2 important for us to take a deep dive into another  
3 venue next year, and not golf.

4           We've spent a significant amount of time,  
5 take this model that we've built, and roll over it  
6 over into another venue.

7           As far as item 9, do we need to have  
8 discussion as it relates to item 9 tonight, or we  
9 want to push all of these off to our June meeting  
10 and dive in a little bit deeper?

11           TRUSTEE TONKING: I'm fine pushing item 9  
12 off.

13           I like the way that we've organized it  
14 here versus the bullet points I saw on the slide.  
15 So I feel these are better -- it felt like we were  
16 trying to take over the clubs, and I like these one  
17 better.

18           So, I think these are great bullets for us  
19 to look at and put on the agenda.

20           TRUSTEE TULLOCK: Question for Mr. Howard.  
21 I mean, it's a slightly unfair question, but how is  
22 it we've devolved -- we've got all these different  
23 clubs. I'm familiar with the golf model, whether  
24 it's a private club or even a municipal course with  
25 a club, it's a single club associated with it.

1           We've heard all these golfers talking  
2 sense of community, sure it would be much better  
3 community if it would be one large club with  
4 different sections.

5           MR. HOWARD: So, I really don't want to  
6 touch that one because these clubs were started  
7 50-plus years ago, and I think we would need a  
8 better understanding of how they are all created to  
9 go down that path.

10           You're right, in a private club, it's one  
11 club, and then you have some spinoff groups of that.

12           But I don't know, in a community like  
13 this, I would want to go that direction.

14           That's just my thoughts.

15           TRUSTEE TULLOCK: Thank you, Mr. Howard.  
16 I'm just explaining the community. I'm not throwing  
17 surprises. We did have this prior.

18           I think it does -- I don't think it's  
19 something that should be completely off the table.  
20 I think if we've -- at the end of the day, it's a  
21 community course, and we should be looking of how it  
22 can be best used by the community, rather than by  
23 non-governmental organizations that don't want  
24 government interference and things and still want  
25 privileges. I think it's something that should be

1 on the agenda, maybe, an item for the committee, in  
2 terms of that.

3 I think I'm raising it now so it's -- we  
4 need to throw out ideas and see how we can best use  
5 it.

6 THE CLERK: Mr. Howard, we heard in public  
7 comment that the golf members pay dues and IVGID  
8 receives substantial revenue from the dues they pay  
9 to their clubs.

10 Do we receive any revenues from the golf  
11 clubs in the form of any dues, other than the tee  
12 times?

13 MR. HOWARD: Other than tee times, no.  
14 And lunches and events, yes.

15 But, no, we do not.

16 CHAIR DENT: Okay. Thank you.

17 TRUSTEE SCHMITZ: Well, I think one of the  
18 things that came in public comment that was  
19 concerning to me is the word "discrimination," and I  
20 think that we need to spend some time with legal  
21 counsel and review some of those concerns, because,  
22 to be honest, staff did some research for me, and  
23 there are no policies, there's never been board  
24 discussion about the rules of administering a golf  
25 club, and we are a government.

1           And I think that part of what we need to  
2 do is to understand, sort of, where we are, but also  
3 understand and make sure that we are within the law  
4 as it relates to governmental activities for these  
5 types of clubs.

6           I found it really interesting that there's  
7 no board policy, there's no requirements, there's  
8 really nothing in writing that says this is what you  
9 have to do or not do to be a club.

10           And I think that that is something, as a  
11 board, we should work with the various clubs, and we  
12 should put forward something so that we do have it,  
13 and we've got some parameters for which everyone is  
14 aware of and everyone is playing by the same rules  
15 because we don't have any rules.

16           It's been interesting to see how this has  
17 just evolved over time, and suddenly this is all  
18 what it is and understand that what we did was just  
19 try to share openly and transparently the  
20 information so that everyone is aware.

21           Because there's been too much divide on  
22 the community about, well, the clubs can do this or  
23 they can do that.

24           And it's been more of a rumor mill and  
25 more of hearsay.

1 So, it was valuable to actually spend the  
2 time and to document where we are today so that we  
3 can make wise decisions on what we want to do going  
4 forward.

5 CHAIR DENT: I agree with you on that, and  
6 I think there are some areas that we need to address  
7 when it comes to liability and legality as it  
8 relates to our practice, and we do need the wrap  
9 some of this stuff into a policy.

10 I had some discussions with legal counsel  
11 on that, and we can dive into it a little bit deeper  
12 at a future meeting, but I definitely think there's  
13 an area of concern there when it comes to legal  
14 counsel's weigh-in on this.

15 Any further discussion?

16 TRUSTEE TULLOCK: Again, a question for  
17 Mr. Howard: For the open play midweeks and things  
18 for the club's non-tournaments, I noticed there that  
19 staff transferred the names from Golf Genius then  
20 into the tee sheet.

21 Is there some validation that all the  
22 bookings are for members?

23 MR. HOWARD: Yes, they are.

24 Occasionally, just once in a blue moon,  
25 there might be a guest in there. But, for the most



1 part, all resident.

2 I assume the times you're talking about  
3 are the actual tee times for each club, the play  
4 days not the tournament days?

5 TRUSTEE TULLOCK: Correct. Yeah.

6 MR. HOWARD: So, those are all Picture  
7 Pass Holders. There may be, slightly, somebody that  
8 will bring a guest, especially if they have a spot  
9 open, but it's not that often.

10 CHAIR DENT: Mr. Howard, did we verify  
11 that they're all Picture Pass Holders? Every single  
12 person that plays in the club, they come to the  
13 counter, they check-in, they show their card?

14 MR. HOWARD: When -- as far as when  
15 they're checked in, yes.

16 There could actually be a Non-Picture Pass  
17 Holder that is a member of a club that I may not  
18 know about, but, for the most part, yeah, they're  
19 all Picture Pass Holders. But I can't guarantee a  
20 hundred percent.

21 TRUSTEE SCHMITZ: I'm going to back a  
22 public comment that someone made a few weeks ago.

23 And since these tee times are being  
24 reserved as being a community activity, that sort of  
25 thing, I think we should have a requirement that

1 they are only Picture Pass Card Holders that are  
2 actually utilizing these reserved tee times, because  
3 in the essence of the clubs being community oriented  
4 and what have you, I think that's important, and in  
5 an element of fairness, I think it's important as  
6 well.

7           So, my feeling is, unless it's a guest  
8 invitational, all of the tee times and all the of --  
9 even for shotguns, that those are being -- it's  
10 being used solely by Picture Pass Card Holders.

11           TRUSTEE TULLOCK: I agree.

12           I think one of the public comments claimed  
13 that all the golf club members were Picture Pass  
14 Holders, so, I mean, if that's the case, there's  
15 nothing there, but we have no way of validating  
16 that.

17           Just another follow-up. Since this  
18 community resource -- and this is really for General  
19 Manager Winquest.

20           I'm familiar with your community  
21 appreciation week or weekends for the Mountain  
22 Course, for the Rec Center, for tennis, for pickle  
23 ball.

24           In my 16 years, I can't ever remember a  
25 community event for the Championship Course, but we

1 claim it's a community resort.

2 MR. WINQUEST: I believe several years  
3 ago, we were including the Champ Course during  
4 community appreciation, but I believe right around  
5 COVID, for sure, we weren't. It might have been  
6 sooner than that. I can't remember without going  
7 back and looking.

8 Certainly, if the request is to ensure  
9 when we do golf community appreciation that we  
10 include the Champ Course, and we're prepared to do  
11 that.

12 TRUSTEE TULLOCK: That was the point. It  
13 goes well back before community -- I can never  
14 remember it, and I've been here since 2007.

15 CHAIR DENT: Any further discussion on  
16 this item?

17 MR. WINQUEST: A point of clarification on  
18 number 10, because we will, I think, in my head, I'm  
19 thinking June 28th, we'll put that on long range, as  
20 far as that discussion.

21 Do you want us to tee up a general  
22 discussion for you all? Or do you want us to come  
23 with recommendations on individuals for structuring  
24 it or golf? Do you want to tee up a discussion --

25 CHAIR DENT: I think we're going to tee up

1 the discussion, and then that will lead into the  
2 following meeting or following month, we have the  
3 criteria, we're putting individuals forward, and --

4 MR. WINQUEST: Understood.

5 TRUSTEE TONKING: Do you think it may be  
6 also an agenda item where we just talk about the  
7 idea of committees as a whole?

8 CHAIR DENT: It might be in the -- we  
9 don't have the long-range calendar here.

10 It might be in the June meeting. So,  
11 maybe, we can piggyback on that one and define what  
12 that is a little bit more, and then dive in for  
13 golf. Maybe it's a two-part item.

14 TRUSTEE TONKING: Thank you.

15 CHAIR DENT: All right. Any further  
16 discussion?

17 All right. We will close out item E 1.

18 F. FINAL PUBLIC COMMENTS

19 CHAIR DENT: Moving on to item F, final  
20 public comments.

21 MS. HITNER: Hiedi Hitner (phonetic), 1401  
22 Tirol.

23 In the interest of efficiency, my  
24 recommendations would be don't waste time on an  
25 email blast system, because the website is up to

1 date at any point, so any golfer can go in realtime  
2 and check to see availability.

3           If you were blasting, hey, we have an open  
4 tee time, we would get email blasts all time.

5           So, the current process of log and call  
6 and standby works just fine. We shouldn't try to  
7 over-engineer that.

8           The other, just listening to the  
9 discussion on the decision for the pack passes and  
10 rate increase on the All-You-Can-Play format, while  
11 I appreciate that the approach to try to do it to a  
12 cost per round makes sense, the reality is it is a  
13 massive increase from the current individual  
14 All-You-Can-Play Pass using that methodology.

15           I would encourage you to think about at  
16 least having parity on the play packs, so Grizzly  
17 offers -- you can use four in one -- if you buy a  
18 ten pack, you can use four in one round; Coyote  
19 let's you do two.

20           And so I would just advise the board, you  
21 are having, like, some step change, massive  
22 increases to the rates people are paying today.

23           I get it backs into all the ways to make  
24 money, but it is a massive increase to the rates  
25 people pay today, and at least adding the ability to

1 using a play pack for more than person -- so I can  
2 appreciate not couple -- but that's parity on how  
3 other courses allow you to use play packs, gives  
4 some consolation and something that, while the  
5 methodology sounds fine, when someone goes to say,  
6 like, hey, I'd like to play a lot at the Mountain  
7 Course, the reality is that's going to cost them  
8 nearly twice as much as it does today.

9 CHAIR DENT: Any additional public comment  
10 in the room? None. Anyone in the Zoom?

11 MATT: It is empty.

12 CHAIR DENT: Okay. All right.

13 That will close the item F.

14 G. ADJOURNMENT

15 CHAIR DENT: Moving on to item G,  
16 adjournment. We are adjourned. It's 9:37 P.M.

17 Thank you all.

18 (Meeting adjourned at 9:37 P.M.)

19

20

21

22

23

24

25

1 STATE OF NEVADA            )  
   ) ss.  
 2 COUNTY OF WASHOE        )

3

4                   I, BRANDI ANN VIANNEY SMITH, do hereby  
 5 certify:

6                   That I was present on May 8, 2023 via  
 7 Zoom, at the Public Meeting, Nevada, and took  
 8 stenotype notes of the proceedings entitled herein,  
 9 and thereafter transcribed the same into typewriting  
 10 as herein appears.

11                   That the foregoing transcript is a full,  
 12 true, and correct transcription of my stenotype  
 13 notes of said proceedings consisting of 153 pages.

14                   DATED: At Reno, Nevada, this 17th day of  
 15 May, 2023.

16

17   /s/ Brandi Ann Vianney Smith

18

19   \_\_\_\_\_  
   BRANDI ANN VIANNEY SMITH

20

21

22

23

24

25

1 HEALTH INFORMATION PRIVACY & SECURITY: CAUTIONARY NOTICE  
2 Litigation Services is committed to compliance with applicable federal  
3 and state laws and regulations ("Privacy Laws") governing the  
4 protection and security of patient health information. Notice is  
5 hereby given to all parties that transcripts of depositions and legal  
6 proceedings, and transcript exhibits, may contain patient health  
7 information that is protected from unauthorized access, use and  
8 disclosure by Privacy Laws. Litigation Services requires that access,  
9 maintenance, use, and disclosure (including but not limited to  
10 electronic database maintenance and access, storage, distribution/  
11 dissemination and communication) of transcripts/exhibits containing  
12 patient information be performed in compliance with Privacy Laws.  
13 No transcript or exhibit containing protected patient health  
14 information may be further disclosed except as permitted by Privacy  
15 Laws. Litigation Services expects that all parties, parties'  
16 attorneys, and their HIPAA Business Associates and Subcontractors will  
17 make every reasonable effort to protect and secure patient health  
18 information, and to comply with applicable Privacy Law mandates,  
19 including but not limited to restrictions on access, storage, use, and  
20 disclosure (sharing) of transcripts and transcript exhibits, and  
21 applying "minimum necessary" standards where appropriate. It is  
22 recommended that your office review its policies regarding sharing of  
23 transcripts and exhibits - including access, storage, use, and  
24 disclosure - for compliance with Privacy Laws.

25 © All Rights Reserved. Litigation Services (rev. 6/1/2019)



\$	\$30,000 85:7, 24 86:2	28:13	1,798 118:8	12:00 119:1 127:7 133:13 134:16,24
\$1 96:16 111:10	\$300 28:7	\$66 20:4	10 28:19 109:5 121:4 124:16	12th 67:19 133:11
\$1,000 12:4	\$300,000 27:20 88:20	\$66.54 84:5	126:19 129:16 142:17 150:18	1364 117:23
\$1,569 30:2	\$320,000 94:10	\$70 20:5	\$85- 5:5	1401 29:2 34:24 151:21
\$1.5- 13:17	\$4 20:2 28:17 66:2	\$86,000 5:5	10- 133:2,22	15 27:13,14 28:7 121:4
\$10,000 91:9, 20	\$4-per-round 20:14	\$865 30:1	100 67:16 110:25	15- 119:10
\$100,000 61:6	\$40 112:21	\$98.58 84:7	1093 6:1	150 23:16
\$11,000 12:18	\$400,000 20:8 28:19 87:14	0	11 136:20	1574 57:6,7 59:10
\$119,000 65:16	\$450 118:10	0232 59:15 62:2	111 64:22	15th 101:14, 24 124:1,2
\$150- 27:20	\$481,000 88:5	1	11:00 69:11 111:3 135:22	16 29:19 73:7 149:24
\$161,000 28:12	\$50,000 20:10	1 63:17 76:25 77:4,7 90:12, 17 91:16,23 93:3 94:20 95:5,7,19,20 96:18,19 100:10,12,17 101:5 109:6 151:17	11th 133:9	16-year 48:1
\$2 13:17 50:4 66:2	\$55 16:10,13		12 101:7 110:15	17 29:19
\$24 16:9	\$560,00 28:20		12-percent 86:12	170 30:19 71:19
\$25 16:12	\$600 125:18		12-plus 111:15,19	18 30:10
\$26 36:24	\$600,000	1,000-plus 60:11	120 112:1	

97:12	<b>2021</b> 32:14 97:5	<b>27</b> 93:24	<b>30-plus</b> 133:22	<b>4</b>
<b>19</b> 82:12 97:12 108:14	<b>2022</b> 32:16 65:11,15 68:5 83:24 84:3,6 96:24 111:9 117:22 135:2	<b>28</b> 5:19  <b>28th</b> 139:7 150:19	<b>30-second</b> 10:11	<b>4</b> 77:17 104:9 109:6
<b>1994</b> 40:22		<b>29</b> 5:19 120:11	<b>30-year</b> 24:13	<b>4/13/2023</b> 69:22
<hr/> <b>2</b> <hr/>	<b>2023</b> 45:3 62:21 65:11 67:25 77:9,13 110:11 111:5	<b>2960</b> 119:5 125:16,17	<b>31</b> 30:7	<b>40</b> 28:6 32:24 56:9 62:23 63:6 94:4 115:25 118:7 123:4,6,12, 14,18 124:1, 12,13,15 125:3 126:6, 10,17,19 129:16 135:23,25
<b>2</b> 100:16 101:6,8,9,12, 14 104:7 109:6	<b>21</b> 135:16	<b>29th</b> 31:1	<b>32</b> 25:3 64:9 82:23	
<b>20</b> 56:7,8,9 78:3 124:16 125:4,14,16 126:19 127:2 128:9 129:16 132:14 133:7	<b>2248</b> 118:10	<b>2:00</b> 118:13 133:4,16	<b>33</b> 82:23 88:15 124:16	
	<b>22nd</b> 62:21	<hr/> <b>3</b> <hr/>	<b>34</b> 41:11	
<b>20-</b> 133:2,22	<b>23</b> 59:17 97:12 135:16	<b>3</b> 104:8,11 112:14	<b>3404</b> 30:8	<b>40-play</b> 49:7 117:19,24 119:5 123:7 125:14 127:3, 23 129:8,12 133:6,23,25
<b>20-percent</b> 119:11 132:8	<b>24,000</b> 63:9	<b>3,200</b> 119:7	<b>3426</b> 64:22 66:23	
<b>2007</b> 150:14	<b>24th</b> 133:12	<b>3,500</b> 125:18	<b>35</b> 56:9 67:15	
<b>2015/2017</b> 38:5	<b>25</b> 56:9 64:10 123:5,8,18 136:1,22	<b>30</b> 7:10 17:16 24:24 30:20 32:4 34:2 56:9 62:23 63:6 72:3 126:19 129:16	<b>35-percent</b> 119:9	<b>40-plays</b> 117:22
<b>2017/2018</b> 81:14	<b>2596</b> 30:8 119:4		<b>3552</b> 125:19	<b>40-plus</b> 114:20,24 115:1,11 118:2 119:14 123:20
<b>2020</b> 54:25	<b>25th</b> 133:10		<b>361</b> 31:17	
	<b>260</b> 26:12	<b>30-play</b> 133:2	<b>37</b> 67:24	
			<b>38</b> 73:16	<b>41</b> 96:23

43 11:6 68:14 133:3	49:6 97:3,18 101:1 106:23 110:24	62-page 26:15 33:6 59:10	7:50 77:1,2	929 69:21
44 129:22 133:3	50-plus 71:3 144:7	6210 69:20 71:8	8	93-34 10:18
4498 118:8	50-round 118:12	63 77:17	8 25:13 96:16, 18 109:2,3,6	933 42:23
4577 62:17	515 4:16 17:14	65 20:17	8,000 63:8	97 54:24
46 93:24 94:7, 9	52 7:9 59:20	656-14th 24:13	80 120:13	971 59:18
48 68:5	53-percent 101:2	7	81 29:25 30:4	976 22:6
49 97:10	54 94:7	7 51:6 107:10 109:6	8591 67:12 69:9	978 37:24
5	5427 74:5	700k 94:5	865 117:22	9925 71:18 73:19
5 41:7 66:19 90:12 100:24 104:16 107:3, 5 109:6	582 67:13	711 74:6	899 54:21	9995 62:18
5/0 112:13 135:11	5th 65:4	72 111:22 112:1	9	9:30 31:3
50 28:3 83:12 92:23 93:8,9 96:2,3 99:7, 22 100:12,22, 24 105:9,14 110:9 112:23 118:5 121:6, 15 123:5	6	72-hour 104:19	9 54:22 90:13 109:5 142:17 143:7,8,11	9:37 153:16, 18
50-percent	6 31:19 107:6 111:6 135:13, 19 142:15	75 49:7,8,9	9,000 27:14	A
	62 15:17 26:20 32:8 93:9 96:23	780 40:20	90 124:2	A.M. 69:11 111:3 135:22 136:20
		7:41 77:2	900 8:12	ability 22:20 36:19 105:24 152:25
			914 15:12	able 7:1 8:11,

12 10:3 11:12 14:11 16:18 17:6 50:25 98:5 101:20 129:17 140:17	20:9 64:15 81:4 92:3 94:15	148:24	<b>addition</b> 6:20 61:5	82:10,16
<b>above</b> 81:23 121:5	<b>accurate</b> 19:6	<b>actual</b> 26:18 65:11 80:20 81:5,7 85:16 86:23,24 87:10,11,15 141:12 148:3	<b>additional</b> 32:24 55:22 61:16 66:21 87:3 112:24 113:6 117:14 120:3 134:14 140:1 153:9	<b>adjusting</b> 86:6,7
<b>abuse</b> 104:19	<b>accuse</b> 48:21, 23	<b>actually</b> 4:23 10:19 15:17 18:15 29:17 46:2 76:8	<b>address</b> 4:9, 13 34:22 40:25 79:18 81:24 138:20 140:25 147:6	<b>adjustments</b> 88:23
<b>accept</b> 67:16 120:20	<b>acknowledge</b> 37:12 62:5 76:16	88:14 91:6 93:6 98:10,24 99:3,4 102:19 105:4 106:8 109:25 113:9 122:18 127:20	<b>addresses</b> 22:19	<b>administer</b> 124:5
<b>acceptable</b> 107:22	<b>across</b> 108:5	137:16 147:1 148:16 149:2	<b>addressed</b> 137:6	<b>administering</b> 115:21 127:22,23 145:24
<b>access</b> 5:2 8:15,23,24 9:25 11:4,13 51:8 93:17	<b>across-the-board</b> 19:19	<b>actuals</b> 81:23	<b>addresses</b> 22:19	<b>admirable</b> 24:25
<b>accessible</b> 23:22	<b>act</b> 50:22	<b>add</b> 21:2 133:25	<b>addressing</b> 142:6	<b>adopt</b> 133:1
<b>accommodate</b> 115:24	<b>action</b> 61:25	<b>added</b> 66:21 123:8,9	<b>adds</b> 32:24 60:20	<b>adult</b> 5:10
<b>accomplished</b> 89:15	<b>actions</b> 62:9, 13	<b>addicted</b> 52:25	<b>adjoined</b> 153:16,18	<b>advance</b> 6:12,23 7:1 24:1 26:15
<b>according</b> 63:16 64:8 94:1 98:7	<b>actively</b> 6:17	<b>adding</b> 131:20 152:25	<b>adjourning</b> 153:14,16	<b>advanced</b> 6:4,20,25 68:5
<b>accounting</b>	<b>actives</b> 43:23		<b>adjust</b> 131:18	<b>advantages</b> 10:24
	<b>activities</b> 38:13 146:4		<b>adjusted</b>	<b>advise</b> 152:20
	<b>activity</b> 16:5			<b>advisory</b>

63:25 74:24 142:18,19 <b>advocating</b> 119:20 <b>afford</b> 17:7  <b>affordable</b> 23:22 47:7  <b>afraid</b> 18:19  <b>after</b> 68:23 98:14,22 103:7 115:19 118:1,13,20 119:1 124:6 127:7 133:4, 13,16 134:16, 24 135:17 138:14  <b>after-work</b> 6:14  <b>afternoon</b> 77:25 122:2 132:14,21 139:10  <b>afternoons</b> 47:20 121:25 139:10,14,19  <b>again</b> 68:16 72:19 85:9 86:20,22 87:9	121:23 134:20 142:3 147:16  <b>against</b> 23:3 26:24 27:2,4 36:10  <b>agenda</b> 19:11 25:3 43:4 45:6 63:16,23 64:8 67:2 74:18 76:21, 22,23 78:23 108:5 142:13 143:19 145:1 151:6  <b>agendas</b> 37:8  <b>ages</b> 22:12  <b>aggressive</b> 67:1  <b>aggrieved</b> 73:7  <b>ago</b> 4:20 7:9 72:3 73:8 114:4 116:13 121:8,13,21 144:7 148:22 150:3  <b>agree</b> 15:21 67:18 92:22 95:25 98:17	102:3 103:19 124:23 128:23 130:8 131:1,25 136:25 147:5 149:11  <b>agreed</b> 74:23  <b>agreement</b> 15:24 96:19  <b>ahead</b> 78:24 132:25  <b>air</b> 23:21  <b>albeit</b> 32:11  <b>alert</b> 9:9  <b>alerts</b> 105:23  <b>align</b> 86:4  <b>alignment</b> 100:20  <b>all</b> 4:3 5:6,16 6:11 7:3,11, 16 11:3 12:3, 12 13:11,12, 23,24 14:10, 12 15:7,13,17 17:18 21:13 22:11,16 24:2,19	25:22,25 26:7,13,14, 17,20,22 27:16 28:17 30:11,24 33:23 34:18 35:16,18,19 37:7 39:13 40:2,5 41:2, 12 43:1 44:18 45:20,23 46:3 51:4,12 52:9 53:2,24 55:11 57:9,12,17,25 58:11 59:4 60:5 62:23 64:24 67:16 69:10 71:5, 11,23 73:9, 11,13,16,20, 23 76:5,15,23 77:3 79:9 80:3 86:3,18 88:8 89:4,16 90:13 92:3 93:2 96:12 97:19 98:22 99:11 100:14, 19 101:5 103:24 107:6 108:4,9 109:6,10 110:21 112:4, 6,14 113:3 125:7 126:16 129:25 132:2 134:6,12,13 135:4,5,11 136:14,19 141:5,13 142:11 143:9, 22 144:1,8	146:17 147:21 148:1, 6,11,19 149:8,13 150:22 151:15,17 152:4,23 153:12,17  <b>all-you-can- play</b> 20:2,4,6, 24 21:3,5 30:8 44:16 45:1 58:8 60:15,19,23 83:23 112:18 113:11,20 114:8,13,21 116:21 117:1 118:5,11,22 119:6,16,21 120:11 121:1, 7,10,18,25 123:5,7 124:21 127:3, 16 128:12 129:2,11,16 131:20 132:12,13,14 133:6,9,15 134:5 135:1 152:10,14  <b>alleys</b> 6:13  <b>allocate</b> 11:9  <b>allocated</b> 67:25 68:15
--	---	---	--	---

<b>allocation</b> 62:22 67:22 68:19	31:11 44:5 45:22 61:9 64:15 71:13 74:25 75:12 78:1 80:23 82:18 83:15 85:20 92:11 105:2,11 106:18 107:15 108:23 113:12 119:15 121:22,24 124:21 125:9, 24 128:11 132:12 137:11,13 138:22 140:5, 13 146:2 151:6	<b>amend</b> 110:23 111:24,25 133:24	83:5 87:19 102:13 120:4, 5	<b>anything</b> 17:4,24 34:13 49:4 75:3 95:12 99:12
<b>allocations</b> 61:15		<b>amended</b> 112:2 134:2	<b>analyze</b> 89:6	<b>anytime</b> 118:24 119:1
<b>allow</b> 126:25 129:8 153:3		<b>amenities</b> 5:14 25:7 35:16,19 36:19	<b>angriest</b> 37:12	<b>Anyway</b> 38:6, 16
<b>allowed</b> 14:20 83:8 134:6		<b>amenity</b> 23:18 58:14	<b>angry</b> 57:24	<b>anywhere</b> 126:24
<b>allows</b> 6:18 7:25		<b>American</b> 6:17	<b>annoyed</b> 9:3	<b>apart</b> 73:5
<b>almost</b> 12:6 31:19 88:19 105:8 106:4 112:25 138:6	<b>alternative</b> 120:22	<b>among</b> 10:19	<b>annual</b> 25:12 30:25	<b>apologize</b> 19:2
<b>along</b> 19:19 56:3 96:7	<b>although</b> 11:16 30:21 40:24	<b>amongst</b> 41:23	<b>another</b> 11:22 27:20 37:13 39:10 55:14 64:12 66:6 88:4 89:3 102:23 115:16,24 119:12 123:8 125:18 142:4, 12 143:2,6 149:17	<b>apparently</b> 59:23 63:2 64:13
<b>Alpine</b> 64:23	<b>altogether</b> 122:10	<b>amount</b> 25:15 26:14 33:19 41:9 78:6,10, 15 82:5 88:19 93:22 143:4	<b>anticipated</b> 63:9	<b>appears</b> 32:9 43:16 46:9 87:15
<b>already</b> 11:7 73:2 78:1 82:23 83:4 113:7 123:12 136:14	<b>always</b> 81:22 92:14	<b>amounts</b> 61:11 85:5	<b>anybody</b> 90:17	<b>appendix</b> 133:2
<b>also</b> 5:8 6:11 9:9 10:16 12:2,14 13:19 14:23 16:15 18:6 22:13 25:13 28:1	<b>amazes</b> 17:15	<b>analysis</b> 19:17 20:1 26:18 65:7, 10,13 67:24 74:15 80:12	<b>anyone</b> 5:4 90:2 101:8,14 153:10	<b>applicable</b> 93:11
	<b>amenable</b> 72:18			<b>applicants</b> 67:16
				<b>applied</b> 57:19

58:3	<b>approximate</b> 96:3	<b>Arron</b> 47:25	<b>attained</b> 70:3	106:9 135:17 152:2
<b>apply</b> 6:21 53:22 54:11 57:22 133:7	<b>approximatel</b> <b>y</b> 62:23 94:10	<b>aspects</b> 86:10	<b>attempt</b> 67:8	<b>available</b> 127:13 139:8
<b>appreciate</b> 24:22 92:9 139:5,18 152:11 153:2	<b>April</b> 26:16 41:7 65:4 66:19 67:19	<b>Aspen</b> 24:19 70:22	<b>attempting</b> 37:6	<b>Avenue</b> 26:12
<b>appreciation</b> 149:21 150:4, 9	<b>area</b> 20:23 24:16 31:24 32:3 33:12 102:13 147:13	<b>assaults</b> 67:1	<b>attend</b> 41:13	<b>average</b> 20:3 21:2 112:21, 22 118:8 121:3,5,7
<b>approach</b> 35:17 86:6 90:5,8 152:11	<b>areas</b> 6:11 92:4 122:1 137:9 138:20 147:6	<b>asset</b> 50:19	<b>attendance</b> 31:12	<b>avid</b> 72:8
<b>approaches</b> 79:15	<b>argue</b> 26:1 60:17	<b>assets</b> 6:6 71:4,10,23 73:20	<b>attended</b> 31:9	<b>avoid</b> 105:1
<b>appropriate</b> 27:9 63:21 97:16 109:20	<b>argument</b> 71:25 142:8	<b>assigned</b> 43:10,17 44:6	<b>attention</b> 4:18 32:2	<b>awakening</b> 61:21
<b>appropriately</b> 26:24	<b>around</b> 5:9 7:10 31:3 41:2 55:24 73:17 96:17 116:9 142:7 150:4	<b>associated</b> 42:4 58:17,18 143:25	<b>attract</b> 36:17	<b>aware</b> 77:23 90:22 125:9 146:14,20
<b>approval</b> 14:1 76:21	<b>arrange</b> 38:15	<b>assume</b> 94:21 148:2	<b>attractions</b> 71:11	<b>away</b> 36:18 71:3 121:18 122:10 142:11
<b>approve</b> 64:5 69:15 90:13	<b>arrive</b> 31:3	<b>assuming</b> 20:16 96:3 123:12	<b>audience</b> 30:25 52:17	<b>awful</b> 18:9
<b>approved</b> 76:23 111:8		<b>ATM</b> 9:15	<b>audit</b> 67:23 74:20	<b>aye</b> 112:7,8,9, 10,11,12 134:13 135:5, 6,7,8,9,10
		<b>attached</b> 43:5 45:6 48:3 78:22	<b>audited</b> 89:19	
		<b>attack</b> 74:12	<b>August</b> 29:25	
			<b>authorized</b> 8:21 45:7	
			<b>availability</b>	

<b>B</b>	<b>balanced</b> 35:17	<b>basis</b> 19:22 64:16,17 94:15 128:22	115:10,25 117:25 120:6 125:10 150:13	16:3 24:21 25:20 32:19 40:2 45:9 52:11 56:21 57:11 63:3,19 78:9,17 84:15 94:17 100:21, 23 108:18,20 116:25 150:2, 4
<b>back</b> 16:19 18:14 34:13 35:4 37:19 38:5 43:12 54:16 55:16 56:23 68:21 74:20 76:25 77:1,3,23 81:13 89:23 100:5 104:11 107:8 114:3 116:5 118:4 120:21 123:21 124:15 126:11 129:3 130:18 138:10 148:21 150:7, 13	<b>ball</b> 22:9 40:25 57:21 68:10 149:23	<b>Bay</b> 38:9 52:16	<b>begin</b> 57:6	
	<b>balls</b> 61:12	<b>beach</b> 16:21 46:8	<b>beginning</b> 60:19	
	<b>banquet</b> 21:15	<b>beaches</b> 5:15 24:17 44:18 55:6 70:22	<b>begins</b> 31:2	<b>below</b> 87:7,25
	<b>banquets</b> 7:23 12:3 60:2 61:7	<b>bear</b> 16:7	<b>behalf</b> 42:25	<b>beneficiary</b> 16:7
	<b>bar</b> 35:4 69:1 84:4	<b>beautiful</b> 9:22 34:9	<b>behind</b> 38:23 91:20 113:21 114:9,24	<b>benefit</b> 13:16 21:16 43:18, 19 65:3 70:3
	<b>base</b> 118:5	<b>beauty</b> 27:9	<b>being</b> 14:11 26:24 28:3 31:22 32:8 36:16 40:4 54:3 60:6,10, 22,23 66:8 72:11,13 73:5 75:8 92:1 111:18 113:15 128:14 136:2, 24 139:20 148:23,24 149:3,9,10	<b>benefiting</b> 21:17
<b>back-of-the- napkin</b> 63:7	<b>based</b> 60:5 63:8 65:8 69:4 97:21 99:17 102:12 103:8 110:15 118:8,12 119:16 123:2, 4,12 129:6 133:6	<b>Becker</b> 10:4, 5,8,10,12,13 12:22 13:6		<b>benefits</b> 13:21,25 14:6 17:1 44:9 46:11 49:22
<b>backbone</b> 75:22		<b>become</b> 23:17 132:6		<b>bent</b> 8:19
<b>background</b> 92:3		<b>becomes</b> 130:9		<b>besides</b> 127:13
<b>backs</b> 152:23	<b>bases</b> 106:4	<b>before</b> 17:9 33:19 39:21 53:23 54:10 65:16,18 76:9 85:2 93:6 100:6 107:16	<b>being-fair-to- everyone</b> 130:23	<b>best</b> 37:6 41:12 55:3,5, 7,10 75:21 140:10 144:22 145:4
<b>backwards</b> 8:20	<b>basically</b> 117:17 121:9 123:6 124:7		<b>believe</b> 11:2	
<b>bad</b> 65:15	<b>basin</b> 101:19			



<b>better</b> 7:25 19:21 21:1 40:8 56:2 68:9 70:16 97:8 99:7 101:21 121:3 143:15,17 144:2,8	32:23 73:1  <b>bike</b> 24:18  <b>Birdie</b> 74:6  <b>bit</b> 82:5 87:6 90:15 109:17 115:22 117:13 143:10 147:11 151:12	5:18 6:19 14:1,19 18:20 24:25 26:17 29:4 31:9,10, 22 32:6,7,10, 17 33:1,8 34:19 41:18, 22 42:24 43:13 45:16 48:8 50:1,22 51:1,10 53:17 59:22 60:9 62:8 63:22,25 64:4 65:1,4,9 66:3,12 67:2 69:23,24 70:10,23 71:19 72:11 74:9,13,19 75:12 77:18 79:3,14,21 80:22 83:10 89:5,10,17,22 92:16 98:13 110:6 111:8 112:5 113:22 115:13 118:18 120:3, 17 121:20 133:21 135:17 141:4 142:18,19 145:23 146:7, 11 152:20	<b>boat</b> 104:22  <b>Bob</b> 59:15 68:24  <b>bonhomie</b> 9:13  <b>book</b> 7:1 105:11 140:17,21  <b>booked</b> 139:20  <b>booking</b> 141:20  <b>bookings</b> 104:23 106:19 147:22  <b>books</b> 28:20  <b>boosted</b> 117:17  <b>both</b> 17:5 44:8 47:21 70:15 110:21 137:9 138:3,8 142:8  <b>bothered</b> 17:23  <b>bottle</b> 56:22	141:20 142:5  <b>bottom</b> 20:20 29:13 62:5 81:11,16 84:6 85:8,11 86:1 87:9 114:5  <b>bought</b> 71:2 126:6  <b>Boulevard</b> 30:20 54:22 59:18 69:21  <b>bound</b> 98:9  <b>bowling</b> 6:13  <b>box</b> 38:22 84:5  <b>Brad</b> 24:12  <b>break</b> 4:23 19:21 45:3 76:24 77:2  <b>break-even</b> 65:18  <b>break-evens</b> 11:17  <b>breakdown</b> 80:19
<b>better-that-thou</b> 53:18				
<b>between</b> 20:3 56:2 70:12 79:19 81:17 82:4 85:6,16 87:10,14 91:9 95:4 115:2 137:15 140:6	<b>bitch</b> 73:10, 25  <b>blacked</b> 8:5  <b>blast</b> 106:3 107:2 151:25  <b>blasting</b> 152:3  <b>blasts</b> 105:25 152:4  <b>blowback</b> 141:24  <b>blown</b> 18:2  <b>blue</b> 147:24  <b>board</b> 4:19,21	<b>board's</b> 19:23 36:8 64:24  <b>boards</b> 14:16 88:11		
<b>beverage</b> 5:10 18:4 28:12 64:7 80:9,13,22 88:20 89:1				
<b>beyond</b> 8:21				
<b>biased</b> 19:10				
<b>bid</b> 67:4				
<b>big</b> 32:19 36:19 39:13 52:10 99:9,19 139:25				
<b>biggest</b> 20:11				

<b>breaking</b> 11:17,20 122:21	82:3,17 87:12 88:3,4 93:19 142:21,25	21:13 24:8 45:25 46:21 50:18 51:3 61:18,24 63:17 75:22, 23,24 76:25 77:4,6,7 82:15 117:5	94:6 120:19 123:11	106:3
<b>brief</b> 78:25	<b>budgeted</b> 85:23 87:7, 12,15		<b>calculation</b> 63:8 88:15 118:12 123:17	<b>camaraderie</b> 60:3
<b>Briggs</b> 67:12 136:19 138:12 139:4 140:9 141:3	<b>budgets</b> 79:24 82:19, 21 92:3	<b>business/ commercial</b> 46:22	<b>calculations</b> 122:17 123:2	<b>came</b> 5:18 8:13 18:7,13 24:19 38:21 42:2 46:19 48:6 55:2 72:15 81:2 89:19,20 145:18
<b>Briggs'</b> 139:1	<b>build</b> 124:8	<b>businesses</b> 62:3	<b>calendar</b> 69:12 151:9	
<b>bring</b> 8:8 9:12 34:5 71:10 79:24 117:2 118:4 125:5 136:19 148:8	<b>building</b> 79:14	<b>Butch</b> 18:18	<b>calendars</b> 68:13	<b>can't</b> 11:19 40:8 47:21 51:7 53:6 115:17,22 117:3 123:21 124:12 130:11,21 131:23 140:21 148:19 149:24 150:6
<b>bringing</b> 116:8	<b>bullet</b> 129:22 143:14	<b>buy</b> 17:8 25:21 38:22 40:3 56:24 61:10 114:16 124:16 125:10 126:11 152:17	<b>California</b> 36:14,15 61:2	
<b>brings</b> 118:10	<b>bullets</b> 143:18	<b>bylaws</b> 7:4	<b>call</b> 23:6 49:19 73:11 112:6 134:12 135:4 152:5	
<b>broke</b> 109:16	<b>bundle</b> 96:18		<b>called</b> 34:12 79:5 141:3	<b>cancel</b> 105:11
<b>brought</b> 82:16 85:10 86:15 113:10 114:22 120:1 123:19 137:20 139:4 141:11 142:23	<b>bunnies</b> 9:21	<b>C</b>	<b>caller</b> 57:6,7 59:10,15 62:2,17 64:22 66:23 67:12 69:9,20 71:8, 18 73:19 74:5	<b>cancellation</b> 110:23
<b>budget</b> 45:2 64:9 79:20 81:15,21,22	<b>burdensome</b> 106:7	<b>cabin</b> 38:3	<b>callers</b> 57:6	<b>canceled</b> 104:23 106:19
	<b>Burnt</b> 16:22 31:1	<b>calculate</b> 123:24 124:23	<b>calling</b> 74:8	<b>cancellation</b> 104:20 105:3, 9 106:18 110:24
	<b>business</b> 8:3	<b>calculating</b>		

<b>cancellations</b> 106:1 132:2	<b>care</b> 52:9 68:9 115:6 126:3	43:11 44:10	40:15 150:8	108:3,12 109:1,14,21 110:1 111:11 112:2,4,12,15 113:8 115:8 119:18 120:23 122:13 123:19 124:10,18 128:24 129:24 132:23 133:18,21 134:2,10,19 135:3,10 137:7 141:1, 10 142:14 145:16 147:5 148:10 150:15,25 151:8,15,19 153:9,12,15
<b>cannot</b> 14:16 53:4 68:6	<b>career</b> 19:5	<b>cater</b> 8:20 138:24	<b>CFO</b> 50:23	<b>Chairman</b> 69:22
<b>cap</b> 25:18 124:13	<b>careers</b> 51:2	<b>catered</b> 8:4	<b>Chair</b> 4:2,7 5:23 8:10 10:3,10 12:21 13:6 15:10 17:12 18:22 21:18 22:4 24:10 26:9 28:15,25 30:17 31:14 34:2,16,22 37:10,22 40:6,17 42:10,20 45:4,12 47:13,23 49:24 50:14 52:7,14 54:8, 19 56:13,25 57:2 59:9,13 62:1,15 64:20 66:22 67:10 69:8,18 71:7, 13,17 73:18 74:3 76:1,5, 19,22 77:3,7 79:3 89:25 90:10 91:15, 22 93:4,5 94:19 95:3,8, 15,19,22 96:5,7,13,21 98:1 100:7 101:4 102:9 103:10,19 104:6,12 105:6,16 106:21 107:3	<b>Chairperson</b> 67:18 68:21 69:14
<b>capability</b> 120:15 126:16	<b>careful</b> 62:13 130:11	<b>cause</b> 87:22 136:16		<b>Chairperson's</b> 69:10
<b>capacity</b> 6:7 49:18,19	<b>carports</b> 41:4	<b>causes</b> 14:20		<b>challenges</b> 115:20
<b>capital</b> 19:22, 23 45:24 46:3 65:16,18 69:25 81:9,18 84:7,15,23 85:10,15,24 86:21 87:21, 22 88:5 93:18 94:2	<b>carry</b> 125:11	<b>cave</b> 18:7		<b>challenging</b> 117:7
<b>capital- intensive</b> 45:25	<b>Carson</b> 53:8	<b>Cedar</b> 16:22 31:1		
<b>caps</b> 7:6	<b>cart</b> 5:9	<b>celebration</b> 51:5		
<b>capture</b> 98:5	<b>carts</b> 37:1,2,4 80:11	<b>center</b> 6:10 18:13 24:16 36:24 44:7,18 49:8,9 57:21 58:1 70:21 149:22		
<b>card</b> 80:4 83:7,12,13, 19,21 148:13 149:1,10	<b>case</b> 25:20 104:4 149:14	<b>Century</b> 27:4		
	<b>cash</b> 19:22 60:20 84:14 85:14	<b>ceremony</b> 31:4		
	<b>Cassidy</b> 18:18	<b>certain</b> 19:2 63:2 122:6		
	<b>categories</b> 44:8	<b>certainly</b>		
	<b>category</b>			

<p><b>Champ</b> 8:25 12:5 17:22 20:2 29:19 30:6 49:23 64:10 83:1 85:18 118:22, 23 122:3 150:3,10</p> <p><b>Championshi p</b> 4:22 16:10 43:14 47:12 62:24 65:14 79:18 90:24 95:11 100:18 108:17 110:7 118:7,13,16, 19 120:12 127:4,17 133:3,4,8,16 134:8,17 135:2 149:25</p> <p><b>chance</b> 43:3 66:10 103:8 105:4</p> <p><b>change</b> 33:9, 17 41:13 75:14 86:3 88:6 92:16 106:25 107:4 109:25 123:2 137:2 152:21</p> <p><b>changed</b> 32:3</p> <p><b>changes</b> 61:14 97:21 122:22</p>	<p>140:20</p> <p><b>Chapman</b> 69:21</p> <p><b>characterize</b> 66:16</p> <p><b>charge</b> 9:7 92:10 106:23</p> <p><b>charged</b> 14:6</p> <p><b>charges</b> 15:4 44:13 93:11 99:16</p> <p><b>charging</b> 14:24 30:12 61:15</p> <p><b>charitable</b> 107:18</p> <p><b>chart</b> 80:6,19 84:4,25 85:8 91:8 100:5</p> <p><b>charts</b> 84:11 86:4 88:7 90:23 91:19 137:1</p> <p><b>chase</b> 41:1</p> <p><b>chasing</b> 22:1</p>	<p><b>Chateau</b> 8:1 27:11 34:10 58:19 60:2 61:8</p> <p><b>Chateau's</b> 21:17</p> <p><b>check</b> 152:2</p> <p><b>check-in</b> 148:13</p> <p><b>checked</b> 148:15</p> <p><b>children</b> 26:2</p> <p><b>choice</b> 51:7</p> <p><b>choose</b> 21:24 61:18</p> <p><b>chose</b> 71:24</p> <p><b>chosen</b> 51:2</p> <p><b>Christmas</b> 125:10</p> <p><b>Circle</b> 71:20</p> <p><b>citizens</b> 40:16 53:3</p> <p><b>City</b> 38:3,11</p>	<p>53:8</p> <p><b>civility</b> 67:20</p> <p><b>claim</b> 150:1</p> <p><b>claimed</b> 149:12</p> <p><b>claims</b> 132:3</p> <p><b>clarification</b> 63:11 90:18 96:23 111:15 128:21 134:22 141:3, 9 150:17</p> <p><b>clarified</b> 111:17</p> <p><b>clarify</b> 123:4 129:5 132:11</p> <p><b>clarifying</b> 141:10</p> <p><b>clarity</b> 42:15</p> <p><b>clean</b> 97:18</p> <p><b>clear</b> 65:1,13 66:8,18 67:2 91:19 99:20 125:15 126:2 131:17</p>	<p><b>clearly</b> 34:5 42:15 50:20 58:14</p> <p><b>clerk</b> 4:10 145:6</p> <p><b>Cliff</b> 62:17</p> <p><b>clinics</b> 22:10</p> <p><b>close</b> 76:19 85:7 96:5 116:14,17 117:24 151:17 153:13</p> <p><b>closed</b> 85:19</p> <p><b>closely</b> 64:12 105:20</p> <p><b>closer</b> 101:2</p> <p><b>closes</b> 116:23 142:15</p> <p><b>closing</b> 8:6 34:7 62:12 89:11 101:14 116:9 133:10</p> <p><b>club</b> 6:19 7:12,18 8:16 14:14 15:1,8 16:17,22 17:1</p>
---	--	--	--	---

23:7,13 31:17,21 40:23 46:10, 18,20 47:19 52:23 53:21, 23 54:13,15 55:14 61:6 62:25 63:2,9 67:15,17 68:25 70:19, 20,21 72:16 74:7 89:7 107:6 111:1,4 120:14 135:13,18,20 138:22 143:24,25 144:3,10,11 145:25 146:9 148:3,12,17 149:13  <b>club's</b> 6:22 71:14 147:18  <b>clubs</b> 6:4,17, 23,24 7:3,15, 20,22 8:7,20 9:2,12,16 11:8,9,11,25 12:1,4,15 14:2,3,9,24 16:16 17:25 18:3 21:14 22:16,18,20 23:5 31:22 46:15 47:1 63:7,15 71:15 72:1,7,20 75:18 136:3, 8,24 137:10	138:5,6 141:5,13 143:16,23 144:6 145:9, 11 146:5,11, 22 149:3  <b>clubs'</b> 7:11, 16  <b>coffee</b> 5:13  <b>coffers</b> 40:3 60:21  <b>collaborative</b> 79:10 89:6  <b>collaboratively</b> 89:18  <b>collective</b> 71:1,4,9 73:21  <b>Collins</b> 57:8  <b>combination</b> 19:18  <b>combined</b> 29:14 45:2 83:25  <b>come</b> 4:18 5:13 24:15 39:22 48:8	52:12 55:8 56:23 61:16 70:2 73:1,12 74:12 76:25 77:1 89:7 93:24 107:8 116:3 120:5, 21 121:2 124:15 126:11 127:10 130:6 137:1 148:12 150:22  <b>comes</b> 8:15 76:8 108:4 147:7,13  <b>comfortable</b> 30:4 83:6 116:22 123:14  <b>coming</b> 5:5 27:13 28:7 39:8 48:17 65:14 76:11 103:7 104:11 119:15 122:20 139:11,16  <b>commend</b> 71:21 72:19  <b>comment</b> 4:5 30:21 57:2 59:14 62:16, 22 64:21 67:11 69:19	71:17 74:4 76:2 89:11 105:22 137:20 138:4 145:7,18 148:22 153:9  <b>commentary</b> 50:12  <b>comments</b> 4:6 6:2 26:20 36:25 41:6, 10,17 67:18 76:3 134:14 137:13 138:10 149:12 151:18,20  <b>Commission</b> 10:18  <b>committed</b> 142:6  <b>committee</b> 10:17 18:5 32:14,15,18 33:10 39:9 63:25 66:13 67:23 74:24 137:4 138:17 141:12 142:18,19 145:1  <b>committees</b> 151:7	<b>common</b> 26:3,6  <b>communicate</b> 90:1  <b>communication</b> 70:16  <b>community</b> 8:8 9:13 22:23 23:14 24:3 25:6,14 31:25 33:2,10 35:12 36:5 37:9 43:2,19, 21 44:1,8,11 48:17 52:19 53:6,16 54:2, 11,17 58:4 59:3 60:7,12 65:3 67:1,3,5, 8 69:25 70:3 71:10,15 72:8,10 73:5, 20 74:11,25 75:7,10,19 76:17 78:13 106:8 138:21, 22,25 144:2, 3,12,16,21,22 146:22 148:24 149:3, 18,20,25 150:1,4,9,13  <b>community's</b> 33:12  <b>community-member</b> 33:4
--	--	---	--	--

<b>community-minded</b> 67:15	<b>competitors</b> 27:23	67:20 68:22 69:15 70:2,5 71:14 115:2,5 138:18 139:4, 18,24 141:7	<b>conclusion</b> 68:18 73:19	<b>conscious</b> 138:24
<b>companies</b> 36:13,14	<b>compiled</b> 19:3		<b>concur</b> 104:3 105:7	<b>consider</b> 33:14 63:25 75:10,23 77:11 92:14
<b>comparable</b> 110:16	<b>complain</b> 18:8 73:10	<b>compromised</b> 138:19	<b>condition</b> 102:24	
<b>compare</b> 27:2,3	<b>complaining</b> 56:15	<b>compromises</b> 89:7	<b>conduct</b> 72:25	<b>considerably</b> 85:7 87:23 99:24
<b>compared</b> 65:10 83:1 84:2	<b>complaint</b> 54:2	<b>concept</b> 8:14 66:23	<b>conducted</b> 64:16 75:14	<b>consideration</b> 27:25 28:10 54:16 118:4 119:13 120:10
<b>comparison</b> 82:6	<b>completely</b> 60:24 103:4 116:22 120:25 123:15 139:14,20 140:23 144:19	<b>concern</b> 74:8 101:16 104:18 105:8, 18 117:20 139:6,13 141:19 142:2 147:13	<b>conducting</b> 32:4	
<b>compassion</b> 23:9			<b>conferred</b> 14:1 68:23	<b>consideration</b> s 63:24
<b>compete</b> 58:23	<b>compliance</b> 116:18	<b>concerned</b> 106:19 139:19	<b>confident</b> 120:25 121:17	<b>considered</b> 60:23
<b>competent</b> 33:21	<b>complicated</b> 66:20	<b>concerning</b> 93:7 145:19	<b>confusing</b> 66:20	<b>considering</b> 6:19 30:2,3 62:9
<b>competition</b> 33:12	<b>comply</b> 63:21	<b>concerns</b> 47:11 59:21 76:22 107:16 125:6 138:21 145:21	<b>confusion</b> 64:18	<b>consistent</b> 88:8 98:18,21 99:1 105:1 107:13 110:13
<b>competitive</b> 83:5,8 102:12	<b>component</b> 22:17 24:6 25:6		<b>congratulations</b> 122:18	
<b>competitiveness</b> 86:11	<b>compromise</b>	<b>concludes</b> 76:3	<b>conjunction</b> 113:14	<b>consistently</b> 57:23 58:22 60:12 79:22 87:25 104:23

<b>consolation</b> 153:4	7:13	85:4	<b>couples</b> 29:13 30:10 60:18 119:8 126:9 128:13, 14 129:3,6,25 130:10	122:1 127:4, 17 132:13,17 133:3,4,5,8, 16,17 134:8, 17 135:2 137:14 143:24 144:21 149:22,25 150:3,10 153:7
<b>constituents</b> 70:17	<b>controversial</b> 6:3	<b>costs</b> 19:24 20:21 45:24 46:4 57:12 65:16,18 92:8 93:17 94:2,8, 10 107:20	<b>couples'</b> 125:25 126:1	
<b>constructive</b> 70:4 73:12	<b>convenient</b> 142:3,10		<b>course</b> 4:22 5:10 6:16 7:8 8:8,15,25 12:5 16:10 17:22 20:2 23:13,14,22 24:16 26:23 27:9,22 29:19,24 30:6 33:13,21 43:14,17 47:5,12 49:23 51:20 52:4 53:2 55:13 56:6 58:1 62:24 64:10, 11 65:7,14 77:8,10,12 79:18 83:1 85:19 86:6, 11,17 88:10, 12 90:24 91:6 92:13 95:12 100:19 101:6, 10,23 102:21, 24 108:17,21 110:7,14 111:15 117:22 118:7, 13,14,16,19, 22,23 120:12	<b>courses</b> 6:8 7:21 8:18 9:7, 9,18 11:4 25:5 26:25 27:17,21 43:20,25 44:4 45:2,17 52:20 53:11 54:3 59:25 60:13, 25 64:16 65:2 68:9 69:6 83:5 85:13 88:12 103:2 110:16,21 153:3
<b>consultant</b> 36:12 37:14	<b>conversation</b> 78:5 115:9 136:11,18	<b>counsel</b> 145:21 147:10		
<b>contact</b> 46:17	<b>Cool</b> 110:1	<b>counsel's</b> 147:14		
<b>contained</b> 32:13	<b>core</b> 8:23 9:17,19 48:16 117:5	<b>count</b> 135:23		
<b>continue</b> 7:1 14:20 22:20 37:7 40:10 57:23 129:15	<b>correct</b> 74:17 94:11,12 99:2 103:23 125:20 148:5	<b>counter</b> 148:13		
<b>contradicted</b> 69:5	<b>correction</b> 97:24	<b>country</b> 31:17,21 48:13,14		
<b>contrary</b> 62:3 66:2	<b>corrections</b> 97:9	<b>couple</b> 35:2 80:13 82:8 93:7 109:22 114:3 119:11 123:21 128:19 129:17 130:5, 21 132:7 141:13,14 153:2		<b>court</b> 4:11 16:23 22:7 37:25 67:13 79:4
<b>contribution</b> 8:7	<b>cost</b> 16:7 29:11 37:8 43:8 44:19 82:16 84:1,6 93:12,15,16 116:9 117:19 152:12 153:7			<b>courts</b> 22:10 24:17
<b>contributions</b> 62:5		<b>couple's</b> 29:18 30:9		<b>cover</b> 12:11, 20 46:3 84:13,17 93:12 117:18
<b>control</b> 53:2	<b>cost/revenue</b>			
<b>controlled</b>				

<b>coverage</b> 8:1	74:23 151:3	28:18 55:19	124:3 135:24 148:4	<b>decreased</b> 82:21
<b>covered</b> 19:24	<b>cross</b> 132:18, 22 134:18	<b>D</b>	<b>Dayton</b> 53:8	<b>decreasing</b> 81:12 86:23, 24
<b>COVID</b> 61:1 65:15 150:5	<b>cross-country</b> 43:23	<b>daily</b> 101:7,10 106:4 110:15, 17 124:16	<b>deal</b> 108:6	<b>dedicated</b> 19:6 36:4 63:7,15
<b>Coyote</b> 152:18	<b>Crossing</b> 27:1,19	<b>Darren</b> 29:7 63:5,12,19 68:23 72:5 77:15 80:1	<b>debate</b> 41:23	<b>deed</b> 51:9,11, 15
<b>CPA</b> 18:11 50:22,24	<b>crying</b> 52:24	<b>dashed</b> 81:21 86:25	<b>debt</b> 11:18 84:7 93:18	<b>decades</b> 38:2 45:19 59:25 67:5
<b>CPAS</b> 18:1 33:4	<b>Crystal</b> 38:9 52:16	<b>data</b> 33:5 81:2 89:18 90:23 91:20 138:16	<b>decide</b> 12:14 44:10 132:5	<b>deep</b> 13:12 29:5 74:13 75:13 78:7 107:8 108:10 143:2
<b>crazy</b> 33:20, 22	<b>current</b> 15:5 29:9,20 30:7, 16 59:19 60:22 72:11 73:23 74:6 87:25 152:5, 13	<b>date</b> 152:1	<b>decided</b> 16:21 32:17 63:20	<b>deeper</b> 143:10 147:11
<b>create</b> 108:7	<b>currently</b> 7:12 31:22 57:5 78:2 136:2,24	<b>day</b> 12:5 30:25 31:1 50:1 51:5 55:17 63:1,10 133:11,13 141:23 144:20	<b>decision</b> 32:20 51:8, 10,16 58:2 63:24 82:15 120:7 152:9	<b>defense</b> 31:6
<b>created</b> 6:21 74:11 144:8	<b>customers</b> 20:7 61:10 62:4 75:22 98:12	<b>days</b> 17:16 32:5 60:1 68:22 105:3, 8,15 106:7,22 110:24,25 111:22,25	<b>decisions</b> 19:8 70:1 79:16 92:6,12 98:14 147:3	<b>defer</b> 127:20
<b>creates</b> 130:19			<b>decrease</b> 80:2 86:8 114:11	<b>deferential</b> 87:14
<b>creating</b> 63:25	<b>cut</b> 12:18			<b>deficit</b> 50:21
<b>creative</b> 89:8	<b>cutting</b> 12:19			<b>define</b> 21:24 151:11
<b>credibility</b> 72:2 73:4				<b>definite</b> 50:20
<b>criteria</b> 7:4				



<b>definitely</b> 109:4 115:20 147:12	<b>Dent</b> 4:2,7 5:23 8:10 10:3,10 12:21 13:6 15:10 17:12 18:22 21:18 22:4 24:10 26:9 28:15,25 30:17 31:14 34:2,16,22 36:20 37:10, 22 40:6,17 42:10,20 45:4,12 47:13,23 49:24 50:14 52:7,14 54:8, 19 56:13,25 57:2 59:9,13 62:1,15 64:20 66:22 67:10 69:8,14,18,22 71:7,13,17 73:18 74:3 76:1,5,19,22 77:3,7 79:3 89:24,25 90:10 91:22 93:4,5 94:19 95:3,8,15,19, 22 96:5,7,13, 21 98:1 100:7 101:4 102:9 103:10,19 104:6,12 105:6,16 106:21 107:3 108:3,12 109:1,14,21 110:1 111:11 112:2,4,12 113:8 115:8	119:18 120:23 122:13 123:19 124:10,18 128:24 129:24 132:23 133:18,21 134:2,10,19 135:3,10 137:7 141:1, 10 142:14 145:16 147:5 148:10 150:15,25 151:8,15,19 153:9,12,15  <b>Dent's</b> 67:18 68:21 69:10 70:8  <b>department</b> 106:12  <b>departments</b> 64:11  <b>departure</b> 20:20  <b>dependence</b> 16:4  <b>depreciation</b> 11:18 19:24 81:3,19 84:7, 10,17,21	85:3,17 92:9 93:7,18,20 94:2,6,8,9,23 122:20  <b>deprived</b> 9:17  <b>deserve</b> 53:19  <b>desire</b> 32:7 38:4  <b>desired</b> 64:3  <b>destination</b> 28:18  <b>destroy</b> 62:7 141:23  <b>detail</b> 42:6 64:2 86:9  <b>details</b> 82:22  <b>determine</b> 6:22 64:2  <b>determined</b> 83:6 86:12  <b>determining</b> 44:13 87:2 99:21  <b>detractors</b>	48:24  <b>detriment</b> 8:22 23:5  <b>develop</b> 41:20 42:12 63:24  <b>developed</b> 25:17  <b>devolved</b> 143:22  <b>dialogue</b> 70:6,11  <b>Diamond</b> 16:4 31:25 38:10 44:7,17 49:15,18 70:20 92:24  <b>Diane</b> 10:5,13  <b>dictate</b> 138:6  <b>dictating</b> 7:14  <b>difference</b> 20:3 85:2,6,9 87:12 88:15 91:9 96:2 112:21 137:15  <b>differences</b>
---	---	--	--	---

72:21	40:25 74:9 83:11 117:4 144:13	113:1 119:9, 10,11 125:3 132:8,9	11:1 28:22 43:13 64:6 65:19 66:5,24 67:19 78:21 80:16 89:4 104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	20:18
<b>different</b> 13:25 30:23 49:15,17 70:9 72:3 78:6 79:25 109:18 123:2 124:8 132:2 143:22 144:4	<b>directly</b> 58:18 81:2,9,19	<b>discounts</b> 19:19 123:13, 16	65:19 66:5,24 67:19 78:21 80:16 89:4 104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>displaying</b> 91:1
<b>differently</b> 12:17 44:17, 22	<b>disagree</b> 27:6	<b>discovered</b> 80:13	104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>disproportion ate</b> 49:22 68:19
<b>difficult</b> 42:18 98:22 106:6 124:23 125:11	<b>disappears</b> 142:4	<b>discretion</b> 131:7	104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>disproportion ately</b> 20:9
<b>difficulties</b> 10:7 127:22	<b>disappointed</b> 11:5	<b>discriminates</b> 13:20	104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>disregard</b> 122:19
<b>diluted</b> 120:12	<b>disaster</b> 12:14	<b>discriminatio n</b> 14:18 53:25 145:19	104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>disruption</b> 136:15
<b>dinning</b> 21:16	<b>disband</b> 32:18	<b>discuss</b> 41:23 70:5 77:9 89:23 90:15 104:8 116:4	104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>dissolve</b> 119:20 121:1
<b>dipping</b> 58:13	<b>disc</b> 24:18	<b>discussed</b> 64:1 68:25 123:20	104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>district</b> 4:10 25:8 35:11 36:9 74:21 77:21 78:4 108:5
<b>direct</b> 20:20	<b>discontinue</b> 82:15	<b>discussing</b> 104:2 134:4	104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>District's</b> 93:10
<b>directed</b> 90:9	<b>discontinued</b> 60:24	<b>discussion</b>	104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>District- owned</b> 77:10
<b>Director</b> 72:5 80:18	<b>discount</b> 6:15 20:14 29:19 49:6 101:2,3		104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	<b>dive</b> 13:13 74:13 75:13 78:7 90:16 93:6 107:8
<b>direction</b>			104:6,9 107:8,11 109:2,4,7,9 112:5 116:8 117:7 119:24 128:24 129:6 130:3 132:23 133:21 134:11 135:3 137:5 138:17 139:24 143:8 145:24 147:15 150:15,20,22, 24 151:1,16 152:9	

108:10 143:2, 10 147:11 151:12	21 142:21	25:17 33:2 69:3 119:21	17:14	42:13
<b>divide</b> 67:3,8 146:21	<b>donors</b> 73:1	<b>dues</b> 40:2 145:7,8,11	<b>earlier</b> 21:9 35:15 36:23 140:17	<b>effectiveness</b> 80:24
<b>division</b> 49:12 74:10	<b>double</b> 92:10	<b>during</b> 43:6, 16,25 58:15 63:9 65:19 68:14 101:19 111:2 118:24, 25 124:1,3 134:21,23 135:20,24 136:23 150:3	<b>early</b> 14:11 44:2 102:25 113:3 136:13	<b>efficiency</b> 151:23
<b>divisive</b> 66:23,25	<b>down</b> 24:8 55:14,20 67:4 79:24 90:21 93:15 102:6 107:20 121:23 144:9	<b>Dwight</b> 37:24	<b>easier</b> 7:7 17:4 96:11 97:21 106:24 109:17 114:5 128:5	<b>effort</b> 33:9 76:16 78:16 89:6 120:8 122:16
<b>divots</b> 68:10	<b>downside</b> 103:16	<b>dynamic</b> 19:18	<b>easiest</b> 90:10	<b>eight</b> 19:20 21:6 30:3 33:17 39:24 63:17 64:5 83:14 91:21 92:21 94:22, 24 95:5,6,17, 20,22 96:1 97:17 99:3 100:4,19 101:10 110:8, 17
<b>doable</b> 105:19 124:8	<b>drawing</b> 71:12	<b>dysfunctional</b> 37:19	<b>easy</b> 66:24 104:21 124:24	<b>eight-percent</b> 30:15 83:7 86:16 91:3,7 100:10,23
<b>Dobler</b> 62:17	<b>drive</b> 4:17 9:11 17:14 19:11 24:14 31:17 44:5 55:16 64:23	<b>each</b> 10:15 13:4 24:23 36:10 43:10 44:11,13 55:17 63:1,10 72:20 90:6 91:20 92:11 93:6 95:10 96:12 110:4 132:8 148:3	<b>easy-to-understand</b> 65:6	<b>either</b> 71:24 73:11 89:18 99:1 120:20 124:16 135:25
<b>document</b> 147:2	<b>driven</b> 73:5	<b>Eagle</b> 4:16	<b>economics</b> 21:9	<b>elected</b> 7:4 15:15
<b>dogs</b> 43:22 44:2	<b>driving</b> 5:9 9:21 43:22 61:12		<b>Edgewood</b> 27:2,19	
<b>dollar</b> 121:6	<b>duck</b> 142:10		<b>education</b> 128:2	
<b>dollars</b> 7:24 51:19,25 52:1	<b>due</b> 11:16		<b>effect</b> 135:2	
<b>done</b> 15:18 24:25 32:10 72:6,9 78:18 82:23 83:20 101:5 120:4 122:17 128:4,			<b>effectively</b>	

<b>election</b> 54:4	107:1 151:25 152:4	67:21 69:15	<b>enterprise</b> 81:4	58:3
<b>element</b> 112:17 149:5	<b>emails</b> 33:1 70:5,16 76:8, 11,18 105:24 106:8	<b>ends</b> 102:7	<b>entertain</b> 109:8 110:3 132:24	<b>equals</b> 101:4
<b>eleven</b> 138:14	<b>Emerald</b> 38:10	<b>engaging</b> 59:25	<b>entire</b> 8:1 19:5 22:10 33:12 69:25 70:3 128:1	<b>equation</b> 85:10
<b>eleventh</b> 141:15	<b>emotional</b> 41:15	<b>enhance</b> 35:11	<b>entirety</b> 71:6	<b>equitable</b> 9:25 15:6 46:12,13,16 57:19 72:22
<b>eliminate</b> 20:13 101:12 103:11 110:17,20 113:4,11	<b>employees</b> 32:11 36:18 37:8 51:13	<b>enjoy</b> 5:9 31:3,4 49:23 60:3	<b>entities</b> 14:15	<b>equity</b> 128:14 130:9 132:6 137:9 138:1
<b>eliminated</b> 59:11 125:25	<b>empty</b> 153:11	<b>enjoyed</b> 38:16	<b>entitled</b> 14:5	<b>era</b> 65:15
<b>eliminates</b> 70:14	<b>encourage</b> 17:3 30:14 39:13 86:16 152:15	<b>enjoying</b> 23:20 71:1	<b>entity</b> 10:25 16:5	<b>escape</b> 38:4
<b>eliminating</b> 44:15 58:8 116:25 122:4	<b>end</b> 50:1 56:2 87:6 129:23 130:5,15 131:2,8 144:20	<b>enough</b> 46:2 96:5 98:5 138:5	<b>environment</b> 9:20 35:10 36:6 72:4	<b>especially</b> 6:7 16:13 44:24 46:16 121:25 148:8
<b>elimination</b> 113:20 116:6	<b>ended</b> 40:2	<b>ensure</b> 93:10 150:8	<b>environmenta l</b> 36:4	<b>essence</b> 149:3
<b>eloquently</b> 71:23	<b>ending</b> 106:20	<b>enter</b> 24:4 128:16	<b>envy</b> 9:23	<b>essentially</b> 118:9
<b>elsewhere</b> 61:18	<b>endorse</b>	<b>entered</b> 4:25	<b>equal</b> 11:13 49:4 52:20 53:3,15,20	<b>estate</b> 32:1
<b>email</b> 10:15 76:7 106:3		<b>entering</b> 128:17	<b>equally</b> 11:3 12:13 14:13 52:21 57:19	<b>estimated</b> 63:6
				<b>estimation</b>

75:4	31:2 60:2 111:4 149:25	52:21 53:1 75:16 89:17 118:17	57:15 61:2	84:22
<b>ethics</b> 10:17, 18	<b>events</b> 6:18 7:7 21:15 61:16 108:18 136:10 145:14	<b>everywhere</b> 38:10 107:14	<b>exciting</b> 112:17	<b>expenditure</b> 112:21
<b>evaluate</b> 80:3,4 115:23		<b>evidence</b> 43:13 68:6	<b>exclude</b> 80:23	<b>expense</b> 81:4 82:21 85:23
<b>evaluated</b> 86:10	<b>every</b> 6:16 12:6 14:4 20:23 27:13 28:8 52:4 53:16 57:19 58:3 74:1 76:7 105:11 148:11	<b>evolved</b> 146:17	<b>excluded</b> 80:22 84:6	<b>expenses</b> 79:19,22,24 80:20 81:7,17 82:4 85:6,17 86:8,23,24 87:3,11,15,16
<b>evaluating</b> 87:2		<b>exactly</b> 59:2 121:14 141:25	<b>excludes</b> 19:22	
<b>even</b> 4:23 11:11,17,20 17:10 19:21 21:6 27:19 33:19 36:25 45:3 46:7,16 54:11 66:7 72:22 78:9 98:10 103:14 117:23 122:19,21 123:15 143:24 149:9	<b>everybody</b> 13:3 52:17,19 55:23 56:8 91:25 118:17	<b>example</b> 37:6 117:21 118:6 139:7	<b>excluding</b> 80:8	<b>expensive</b> 17:10 58:12
	<b>everybody's</b> 55:24 118:20	<b>except</b> 75:3 129:25	<b>exclusive</b> 29:6	<b>experience</b> 21:17 31:20 32:12 74:20
	<b>everyone</b> 4:7 45:1 77:23 82:1 101:11 139:9 146:13, 14,20	<b>exception</b> 87:11	<b>exemplary</b> 35:21	<b>experienced</b> 41:2
<b>evening</b> 8:13 9:24 40:19 45:14 47:25 50:15 59:16 71:18 73:8 74:2	<b>everyone's</b> 122:17 137:6	<b>exceptional</b> 35:13	<b>exist</b> 46:20 126:16	<b>experiences</b> 35:22
<b>evenings</b> 44:2	<b>everything</b> 12:12 35:7 38:7 39:23 48:21,23	<b>exceptions</b> 10:24	<b>existence</b> 59:20	<b>expired</b> 42:17
<b>event</b> 12:6		<b>excess</b> 25:14 49:18,19 61:6	<b>expectation</b> 116:17	<b>explaining</b> 144:16
		<b>excessive</b>	<b>expected</b> 87:8 88:1	<b>explicitly</b> 122:8
			<b>expended</b>	<b>explore</b>

117:13	<b>faction</b> 74:11	<b>familiar</b> 143:23 149:20	<b>feedback</b> 75:7	43:5 64:25 66:13 79:8 97:6 114:21 116:13 131:3 148:22
<b>express</b> 45:22 59:21	<b>factions</b> 75:1		<b>feeding</b> 32:6	
<b>expressed</b> 60:6 107:15	<b>facts</b> 54:5 74:14	<b>families</b> 70:18,25	<b>feel</b> 12:8 22:16 120:17, 25 121:17 122:1 125:2 128:16 129:19 143:15	<b>Field</b> 24:17
<b>extent</b> 129:3	<b>failed</b> 121:20	<b>family</b> 70:20, 22		<b>Fifteen</b> 123:9
<b>external</b> 37:1	<b>failures</b> 92:17	<b>family's</b> 38:3		<b>fight</b> 67:8
<b>extrapolating</b> 72:4	<b>fair</b> 12:16 15:6 16:20,24 50:9,18 56:5 57:18 138:5	<b>fantastic</b> 26:19	<b>feeling</b> 33:13 131:16 149:7	<b>figure</b> 22:24 37:16 40:8,9 104:12 121:7 128:4 131:4
<b>extreme</b> 78:7	<b>faired</b> 64:14	<b>far</b> 18:2 43:12 143:7 148:14 150:20	<b>fees</b> 5:7 6:12 12:16,18,19, 24 14:12 19:25 22:15 25:18,19,22 39:23 61:5,16 75:2 80:23 93:12 96:16 104:18 110:20,22 113:13 141:21	<b>figuring</b> 120:19
<b>F</b>	<b>fairness</b> 8:14 49:4 130:19 149:5	<b>favor</b> 112:7 134:13 135:5		<b>filed</b> 54:2
<b>face</b> 99:16	<b>Fairway</b> 22:6 37:25 59:18 62:18	<b>fear</b> 24:8		<b>fill</b> 20:16 101:20
<b>facilities</b> 6:6 22:9 25:1,22 26:7 48:9	<b>fairways</b> 41:3	<b>February</b> 11:7 54:10		<b>filled</b> 61:22 106:20
<b>facility</b> 8:2 19:25 27:8, 12,22 28:13 80:23 84:14 86:21 94:17	<b>faith</b> 14:21	<b>fee</b> 22:17 23:5 24:5,9 25:12, 24 26:5 29:16 33:23 36:24 84:14,22 86:21 94:17 105:10 107:4 110:23,24 111:10 113:6 140:15	<b>fellow</b> 60:3 82:1 90:22	<b>fills</b> 52:5
<b>facing</b> 26:19	<b>fall</b> 56:20 102:14 103:7 136:13 140:11 142:24		<b>felt</b> 83:6 143:15	<b>final</b> 81:14 151:18,19
<b>fact</b> 24:22 37:3 47:2 102:4	<b>false</b> 69:4		<b>fence</b> 125:12	<b>finally</b> 17:3 34:7 45:5
			<b>few</b> 6:2 27:5	<b>finance</b> 65:14

77:15 78:14 80:18	54:15 75:4 95:5,6,11 103:4 107:23 111:18 115:7 128:9,19 131:2 132:10 137:7 143:11 152:6 153:5	<b>fit</b> 43:14 66:17	<b>five-plus</b> 137:21	<b>food</b> 18:4 28:12 64:7 80:8,13,22 88:20 89:1
<b>finances</b> 65:7,11		<b>five</b> 4:3 19:20 21:4,23 33:17 59:25 91:10, 12,16,21 92:21 95:5, 12,19,23 96:8 97:5,14 99:4, 16 100:6,25 105:8,15 106:7,22 110:9,24 112:1,23,24 113:5 117:14	<b>fix</b> 68:10	<b>forcing</b> 74:12
<b>financial</b> 6:8 19:3,7,13 36:21 65:10, 12 71:9 74:15 77:10 79:16 80:21 81:2,3, 10,20 84:11 88:22 89:19 92:6 93:9 103:8 106:15 120:5	<b>fining</b> 22:19		<b>fixed</b> 6:6 20:21 122:5	<b>forever</b> 36:11
	<b>finish</b> 55:21		<b>floor's</b> 79:6	<b>form</b> 16:17 145:11
	<b>fire</b> 101:18		<b>flow</b> 15:22 19:22 60:21 85:14	<b>formal</b> 108:8
	<b>firm</b> 74:20	<b>five-</b> 55:24	<b>fluctuate</b> 87:23	<b>format</b> 19:10 65:7 108:21 152:10
<b>financially</b> 21:14,25 71:5 78:8	<b>first</b> 4:15 6:5 13:11 19:1,17 22:8 26:13,22 29:12 32:20 36:16 38:22 39:2,3 55:12 57:9,17 63:17 64:5 71:21 79:12 80:2 83:17 91:24 92:18 102:7 112:14 121:13 134:11 140:2	<b>five-and-a- half-hour</b> 55:25	<b>fly</b> 119:25 122:23 124:24	<b>formed</b> 7:9 33:11
<b>financials</b> 44:25 50:19, 25 58:19 59:7 77:8		<b>five-days'</b> 105:3	<b>focused</b> 67:22 79:14	<b>former</b> 47:4 48:11 71:19
<b>financing</b> 50:23		<b>five-hour</b> 55:13,18	<b>folks</b> 36:15 129:8	<b>forming</b> 89:5
<b>find</b> 11:2 17:20 18:1,6 19:2 70:4 135:15 141:7	<b>first-in-the- morning</b> 137:24	<b>five-month</b> 44:1	<b>follow-up</b> 149:17	<b>forms</b> 53:25
<b>findings</b> 42:14	<b>fiscal</b> 36:3 64:16	<b>five-percent</b> 44:25 90:25 91:4 92:20 100:13 107:21 112:23	<b>followed</b> 64:24	<b>formulating</b> 120:9
<b>fine</b> 17:19			<b>following</b> 29:4 69:23 92:6 151:2	<b>forward</b> 31:10 34:3 70:4 73:12 86:15 97:19,22,24 104:4 114:23 115:13 120:2

129:15 138:17 139:4 146:12 147:4 151:3	133:13 134:6, 16,24 136:19 139:10,19	38:15	88:1,3 113:4 116:9,15,17, 21,24	147:19
<b>found</b> 43:12 77:17 146:6	<b>Fridays</b> 7:9 69:1,11 135:21 138:15	<b>fund</b> 20:9 25:14,16	<b>garages</b> 41:3	<b>gentleman</b> 26:21
<b>foundation</b> 6:8 7:20	<b>friends</b> 8:17 16:18 55:3,5, 7,11	<b>funding</b> 85:12,13	<b>garbage</b> 53:11,13	<b>gentlemen</b> 49:14
<b>four</b> 16:2 21:22 72:14 108:17,24 116:7 152:17, 18	<b>front</b> 38:18 56:17 104:23	<b>further</b> 28:21 58:9 68:4 90:15,18 104:6 112:5 123:16 125:3 128:24 135:3 147:15 150:15 151:15	<b>gave</b> 34:13 83:11	<b>get all</b> 76:18 122:6
<b>four-</b> 44:1	<b>fruition</b> 61:17	<b>furthest</b> 84:4	<b>general</b> 35:10 60:2 63:16 74:10,21 76:25 77:4,6, 7,19,21 130:16 137:11 149:18 150:21	<b>getting</b> 6:4,12 16:16 40:13 53:1 59:7 68:21 76:15 83:22 121:18 137:15,16
<b>foursome</b> 56:7	<b>frustrated</b> 53:6	<b>future</b> 42:12 63:24 147:12	<b>generate</b> 34:8 67:3	<b>give</b> 4:8 5:21 10:11 14:16 19:20 40:25 47:19 48:3 49:8,9 63:13 75:19 89:13 105:4 113:22 130:21 138:16
<b>foursomes</b> 56:2	<b>frustrating</b> 40:7	<b>FYI</b> 128:10	<b>generating</b> 7:24 28:17	<b>given</b> 9:24 10:16 11:7 12:6 13:21 14:7 74:23 75:7 83:17 94:22 98:15 102:6 103:17 108:19 127:21 136:5, 14,22
<b>fraction</b> 32:5	<b>full</b> 6:12 9:7 53:12 54:25 59:2 93:12, 15,21 94:5	<b>G</b>	<b>generation</b> 17:5	
<b>Frank</b> 52:16	<b>full-cost</b> 57:18	<b>gain</b> 104:21	<b>genie</b> 56:22 141:19	
<b>free</b> 53:1 122:2	<b>full-time</b> 10:6, 14 13:9 40:21	<b>games</b> 7:6 113:15	<b>genie's</b> 142:5	
<b>fresh</b> 23:21	<b>fully</b> 114:20	<b>gap</b> 21:2 79:18,25 81:17,18 82:4 85:16,19 86:14 87:10	<b>Genius</b>	
<b>Friday</b> 58:10 111:2 119:1 127:8,12	<b>fun</b> 37:18			



<p><b>gives</b> 73:3 153:3</p> <p><b>giving</b> 21:13, 15 37:1 54:10 123:13,15 126:8</p> <p><b>GM</b> 33:21</p> <p><b>goal</b> 79:13, 18,23</p> <p><b>goes</b> 11:1 41:1 56:9 81:12 114:3 122:10 128:19 150:13 153:5</p> <p><b>golf</b> 5:10,14 6:4,8,16 8:8, 15,20 9:2,6, 11,16 11:4,7, 9,11,15,25 12:1,15 13:15,16,19 14:2,3,5,9,14, 23 15:1,8 16:12,15 17:5,9,21,22, 25 18:3 19:20 20:23 21:10, 12,13,14,23 22:14,16,20 23:5,7,12,13 24:16,18 25:5 26:23,25 27:8,16,20,22 29:4,11 30:21</p>	<p>31:20 32:12, 14,15,21,22 33:5,10,11, 13,16,20 35:1 37:1,2,3 38:18,25 39:20,24 40:4,10,23,24 41:2,13,14 43:17 44:6, 15,22 45:17, 20,25 46:4,9, 14 49:6,18,19 50:4,6,18,19 51:19 52:2,4, 10,20,23 53:2,10,11, 14,21,23 54:3,13 55:7 57:18 58:1,6, 14,16,18,19 59:24,25 61:5,11,19 62:22,24 63:2,8,15,18 64:16,25 65:2,7,19 66:13 67:1,15 68:1,3,8,15, 20 69:4,6 71:13,15,25 72:5,7,11,16, 20,24 74:7, 10,12,13,21 75:15 77:8,9, 10,13,14 78:7,13 80:8, 10,16,25 81:6 85:13 86:19 88:21 89:6 100:18 102:24 106:8</p>	<p>107:6 110:21 111:1,9 115:4 119:20 135:13,20 136:2,24 137:10,19 138:5,6,21 143:3,23 145:7,10,24 147:19 149:13 150:9, 24 151:13</p> <p><b>golfer</b> 18:11 29:23 30:22 38:19,21 53:9 57:10 152:1</p> <p><b>Golfer's</b> 40:20</p> <p><b>golfers</b> 7:11 9:14 11:25 13:24 18:15 20:18 23:16, 17 30:5 38:25 48:16 49:23 50:5 51:18 53:5 68:3,16 70:19 72:8 117:5 136:6,7 141:22 144:1</p> <p><b>golfing</b> 22:23 24:3 60:12</p> <p><b>gone</b> 25:16 124:22</p> <p><b>good</b> 9:1</p>	<p>26:4,6 29:8, 12,15,17,21 30:13 34:21 37:9 40:10,19 42:3 45:9,14 47:25 50:15, 18 53:7 59:16 71:18 75:22, 23 92:18 93:2 100:15 102:20 103:14 107:5 108:12 115:1, 5 136:11,21 138:12 140:3, 5 141:17</p> <p><b>good-priced</b> 83:8</p> <p><b>goods</b> 40:3</p> <p><b>gotta</b> 40:9 54:16</p> <p><b>governance</b> 45:9</p> <p><b>governed</b> 14:22</p> <p><b>governing</b> 14:15 41:18, 22</p> <p><b>government</b> 6:21 7:14 10:22 14:21 46:10,11</p>	<p>128:15 138:4 144:24 145:25</p> <p><b>governmental</b> 14:15 146:4</p> <p><b>grant</b> 10:23</p> <p><b>Gray's</b> 27:1, 19</p> <p><b>great</b> 10:12 16:11,14 17:7 55:20 72:9, 21,23 73:20 74:2 91:14 96:20 103:3 127:18 139:3, 17,23 140:9 143:18</p> <p><b>greater</b> 24:23 92:8</p> <p><b>green</b> 22:15 24:13 81:5 87:5</p> <p><b>Greenwood</b> 27:18</p> <p><b>grew</b> 82:5</p> <p><b>grid</b> 82:12 83:24 108:14</p> <p><b>Grill</b> 58:14,17,</p>
--	--	---	--	---

21 59:4 61:10 80:11	110:11,17 111:4 147:25 148:8 149:7	Hall 24:11,12 26:9	43:1 85:22 89:14 106:21 124:5 131:24 137:21	hearing 23:1 118:17 122:18
<b>Grizzly</b> 152:16	<b>guests</b> 61:9 71:12 93:14, 24	<b>hallelujah</b> 39:7	<b>harder</b> 106:25	<b>hearsay</b> 146:25
<b>Groove</b> 70:22	<b>guidance</b> 32:21 33:9	<b>hand</b> 35:5	<b>having</b> 12:3 13:14 17:1 26:20 27:10 38:2 43:18 60:1 69:1 70:8 84:17 92:15 94:7 97:22 106:17 113:2 114:12, 13,14 136:17 141:12 142:22 152:16,21	<b>heck</b> 73:14
<b>group</b> 6:18 23:19 39:13 68:3 70:24 73:6 89:5 94:3 122:6	<b>guide</b> 78:18	<b>handed</b> 10:16		<b>help</b> 4:14 13:3 17:6 78:18 79:24
<b>groups</b> 6:18 7:1 8:4 14:7, 17 68:1,8,15, 20 69:4 71:16 144:11	<b>guideline</b> 131:15	<b>handout</b> 29:13		<b>helpful</b> 92:10 108:11
<b>Grove</b> 24:19	<b>guiding</b> 15:20,21,25	<b>handouts</b> 77:25		<b>helping</b> 76:18
<b>grow</b> 5:20	<b>guilty</b> 48:22, 24	<b>happen</b> 12:23 57:14	<b>head</b> 51:7 150:18	<b>helps</b> 106:15 113:4
<b>guarantee</b> 148:19	<b>guise</b> 66:6	<b>happened</b> 47:17 85:24	<b>heading</b> 59:23	<b>here</b> 4:1,24 5:13 8:13 13:9 15:13 17:18,24 18:7,9 23:17 24:25 25:19 26:19 27:8,10 28:14 30:21, 23 35:3,8,17, 19 36:1,16 38:7,11,20, 21,23 40:11, 21 41:11,16, 23 46:21 48:6,9,17,23 52:24 54:24 55:8,12 72:6, 15 73:7,16
<b>guaranteed</b> 20:8	<b>guys</b> 5:12 34:25 36:10 37:5,15 40:13 104:8	<b>happens</b> 105:14 140:14	<b>hear</b> 36:1 40:5 42:18 49:14 129:7 132:16 137:9, 10,11,13 140:21	
<b>guess</b> 15:15 16:2 32:17 48:6 131:10, 14,16	<b>gyms</b> 6:10	<b>happy</b> 28:22 138:9		
<b>guest</b> 30:3 92:25 101:10	<b>H</b>	<b>harangue</b> 73:10	<b>heard</b> 14:23 38:12 47:14 58:21 138:3 140:4 144:1 145:6	
	<b>half</b> 4:19 68:2,16 137:23	<b>harass</b> 73:10		
		<b>hard</b> 13:12		

78:4,20 84:10 85:18 89:11 92:1 96:4 109:18 112:18 119:25 120:18 123:8 138:25 141:20 142:5 143:14 150:14 151:9	19:16  <b>highly</b> 41:14 62:12  <b>hill</b> 5:24,25 8:10 53:7  <b>hire</b> 74:20  <b>hiring</b> 37:13  <b>historical</b> 77:9  <b>historically</b> 60:14  <b>history</b> 71:3 117:11  <b>hit</b> 20:20 36:19 117:18  <b>Hitner</b> 29:1,2 30:17 34:17, 18,24 37:22 151:21  <b>hold</b> 61:7 133:17 134:14  <b>Holder</b> 13:10 14:4 30:12 52:20 53:15 80:4,5 83:13,	19 85:1,4 92:22 94:22 97:4,11 98:6 99:22,23 100:4 108:1 110:7,8,10, 12,13,16 148:17  <b>Holders</b> 7:12 11:3,11 12:13,17 13:21,23 14:2,13 16:19 17:2 20:5,6 33:24 34:1 61:22 83:8, 12,21 84:13, 16,20,21 86:13 93:13, 14,25 94:16 95:14,16,23, 24 96:25 97:5,17 98:16 99:14,15 100:11,13,18 102:15 103:22 104:3 105:25 108:2 110:21,22 136:7 148:7, 11,19 149:1, 10,14  <b>Holders'</b> 28:2 100:22  <b>Holder's</b> 101:9  <b>hole</b> 118:15	<b>holes</b> 101:24 102:2 103:14 114:21 132:20,21  <b>holistically</b> 140:12  <b>Holman</b> 18:23,24 22:4  <b>Homan's</b> 67:23  <b>home</b> 17:8  <b>homeowners</b> 44:4  <b>homes</b> 73:13  <b>honest</b> 145:22  <b>honestly</b> 75:21  <b>honesty</b> 41:12  <b>honey</b> 38:24 39:3  <b>hope</b> 15:4 31:8 33:8,14, 16 43:6 51:4 67:6 142:4	<b>hopefully</b> 63:21 131:19  <b>hoping</b> 47:8  <b>hopping</b> 139:23  <b>horrible</b> 29:9, 22 53:25  <b>host</b> 61:7  <b>hosted</b> 60:2  <b>hostility</b> 67:3  <b>hour</b> 4:19,20 141:15  <b>hours</b> 58:16 111:22 112:1 137:21,22,23  <b>house</b> 38:22  <b>household</b> 29:14 126:9 129:18 130:1  <b>Howard</b> 63:6, 12 65:5 68:23 72:5,14,19 77:15 78:13 80:1 89:20 99:20 101:22, 25 106:2,11,
---	---	---	--	--

21,24 108:19 111:14,23 113:10,17,19, 24 114:3,12, 15 115:1 116:12 118:1 120:1,24 121:2,19 122:25 123:9, 19,23 124:11, 14 126:2,18 127:21,25 128:7,20 130:4 141:2 143:20 144:5, 15 145:6,13 147:17,23 148:6,10,14	<b>husband</b> 126:6  <b>Hyatt</b> 34:11 40:14  <b>hypocritical</b> 138:8  I  i.e. 5:14  <b>idea</b> 22:22 28:22 49:12, 13 92:24 106:17 121:16,24 122:4 139:4 151:7  <b>ideas</b> 140:1 145:4  <b>identically</b> 14:6  <b>identified</b> 25:15 87:18 89:10  <b>identify</b> 140:1  <b>IGC</b> 39:25  <b>ignore</b> 142:3,	9  <b>immediately</b> 14:3  <b>impact</b> 19:14 62:10 83:19 92:12 98:19 103:12 104:5  <b>implement</b> 41:21 106:22 123:22 128:6 131:5  <b>implementati on</b> 115:11  <b>implemented</b> 33:25 106:13  <b>implementing</b> 118:2  <b>important</b> 23:8 44:3,12, 21 71:8 75:10 86:18 111:22 143:2 149:4,5  <b>improve</b> 35:21 47:15  <b>improvement</b> 35:11 74:21 86:22 87:17 88:5	<b>improvement s</b> 82:7 85:15  <b>improving</b> 25:1  <b>inaudible</b> 57:8 62:2 94:4 125:1 132:18,22 134:9,18  <b>incentives</b> 36:21  <b>incentivized</b> 140:16  <b>inception</b> 51:9  <b>Incline</b> 4:17, 22 6:3 8:18 9:12 10:14,19 17:8 18:24 21:11 22:7,20 24:13,15,22 25:10,21 26:5 31:19 35:10 37:25 40:3,11 42:25 54:22 57:20 59:17, 24 60:11 62:14 68:1,3, 20 69:4,6 70:22 71:1,3, 12,14,16 75:8  <b>include</b> 11:18	19:24 35:16 58:17 81:8,18 86:20,21 88:2,4 93:17 150:10  <b>included</b> 19:13  <b>includes</b> 5:8 85:9,15,16  <b>including</b> 6:11 14:11 30:24 38:9 41:3 43:21 49:3 81:19 82:1 85:12 93:11,18 150:3  <b>income</b> 65:12 86:20  <b>incomplete</b> 19:10  <b>inconvenienc e</b> 102:6  <b>inconvenient</b> 19:4  <b>incorporate</b> 80:10 109:10  <b>incorporated</b> 83:4
---	---	--	--	---

<b>incorrect</b> 63:3 93:21 94:18	<b>incredulous</b> 17:20 18:1,6	37:7	<b>intended</b> 93:16	<b>intervals</b> 19:18 34:5 80:2
<b>increase</b> 5:19 19:15,20 21:3,5 22:15 30:1,5,11,15 44:25 57:11 75:16 79:25 83:2,3,7,17, 18 86:12,17 88:3 90:25 91:3,4 92:19 96:15,24 97:4 98:23 100:11, 13,17,23,25 101:6,9 107:13,21 110:6,8,10, 14,16 111:10 112:20,23,24 113:7 114:9, 10 123:6 127:3 152:10, 13,24	<b>increment</b> 102:4	<b>inflationary</b> 28:1,3	<b>intent</b> 9:11 29:21 62:8 64:2	<b>into</b> 4:25 13:13 15:22 17:16 26:14 27:24 28:9 39:2,10 44:12 58:1,19 59:8 66:19,25 71:2 74:13,17 78:16 82:17 83:4 85:10 93:6 98:18 101:17 108:10 109:10 120:9 122:16 124:22 127:22 131:22 132:1 137:4 141:25 142:25 143:2, 6 147:9,11,20 151:1 152:23
<b>increases</b> 5:6 57:15 66:25 97:23 98:16 152:22	<b>incremental</b> 20:17	<b>influence</b> 45:10 72:1	<b>intentionally</b> 84:20	
<b>increasing</b> 21:4 30:6 86:25 95:11 100:22	<b>indicated</b> 69:24	<b>information</b> 19:3,7,9 42:9 46:17 63:5 65:6,8 66:1,8 89:16 109:18 120:10 146:20	<b>interaction</b> 70:7,13	<b>interest</b> 70:24 151:23
<b>incredible</b> 23:18 34:10	<b>indication</b> 63:14	<b>informed</b> 19:8	<b>interested</b> 68:22	
	<b>individual</b> 24:23 25:11 29:23 30:5,8 43:18 44:8 70:19 129:25 132:8 152:13	<b>Initial</b> 4:4,6	<b>interesting</b> 140:14 146:6, 16	
	<b>individually</b> 95:10	<b>initially</b> 116:12	<b>interests</b> 70:1	<b>intrinsic</b> 71:9
	<b>individuals</b> 11:8 14:17 42:13 60:18 115:3 150:23 151:3	<b>input</b> 44:12 137:6 141:17	<b>interfacing</b> 72:9	<b>invest</b> 35:13
	<b>Indra</b> 34:20 77:20	<b>insane</b> 37:9	<b>interference</b> 144:24	<b>investigate</b> 33:11 76:14
	<b>industry</b> 31:20 110:13	<b>instead</b> 37:13 101:1	<b>interfering</b> 138:4	<b>investment</b> 53:16 81:9 84:23
	<b>infighting</b>	<b>instructors</b> 38:17	<b>internal</b> 98:11,12	<b>investors</b>
		<b>integrity</b> 36:6		

19:7	101:5,6,12 104:7,8,16 108:6 109:2, 3,6,12,24 112:14 128:25	<hr/> <b>J</b> <hr/>	<b>July</b> 29:25 139:7	<b>keeps</b> 113:2
<b>invitational</b> 149:8	132:24 135:13 142:15,17,20 143:7,8,11 145:1 150:16 151:6,13,17, 19 153:13,15	<b>Jansen</b> 64:22	<b>jump</b> 114:21	<b>Kennedy</b> 48:11,12
<b>invite</b> 30:24		<b>Jennifer</b> 15:13	<b>June</b> 29:24 124:1 133:9, 11 142:21 143:9 150:19 151:10	<b>Kent</b> 26:11
<b>invites</b> 39:1		<b>jewels</b> 38:9		<b>kept</b> 69:12
<b>involved</b> 7:14 66:11		<b>Jim</b> 69:20	<hr/> <b>K</b> <hr/>	<b>key</b> 92:13
<b>ironing</b> 72:15, 21	<b>items</b> 11:19 25:3 63:17, 20,23 64:1,5, 6 90:7,11 96:14 109:6 112:5	<b>job</b> 9:23 22:18 24:25 32:18 41:18 46:10 58:24, 25 72:6,9,21 128:3	<b>Kalacrate</b> 71:18	<b>kicker</b> 21:3
<b>irrespective</b> 44:19		<b>Joe</b> 4:15,16 34:24 48:5,6	<b>Katherine</b> 57:7	<b>Kid</b> 18:18
<b>issue</b> 33:7 76:10 81:24 90:14 96:17 101:8,14,17 118:2 122:5 127:24 128:14 130:9 132:6 137:20 140:24	<b>IVGC</b> 31:23 59:19,23 60:14 61:17	<b>John</b> 48:11 64:22	<b>Katz</b> 47:24,25 49:25 50:10, 11	<b>kids</b> 22:11
<b>issues</b> 70:5 72:16 127:10 138:1 142:7	<b>IVGID</b> 4:19 7:13,24 8:19 13:2,16 14:8 15:7 24:25 41:13 46:6 48:18 60:17 65:4 93:13,14 145:7	<b>joined</b> 55:14	<b>keep</b> 15:25 33:25 40:11 47:7,9 51:12 58:20 72:23 96:11 102:2,9 104:23 108:9 113:5 118:17 127:11	<b>kind</b> 5:11 16:13 121:6 122:5 128:12 137:21
<b>item</b> 4:4 63:17 76:19, 20,25 77:4,7 78:23 94:19 96:16 100:10, 12,16,17	<b>IVGID's</b> 9:8 46:23 50:23 60:21 64:24	<b>joint</b> 53:23	<b>keeping</b> 107:23 113:23,24 114:1,2 128:19	<b>knew</b> 114:4
		<b>Jordan</b> 54:20, 21 56:14,25 57:1		<b>knowledgeabl e</b> 33:5
		<b>Judith</b> 45:15		<b>knows</b> 18:15
				<hr/> <b>L</b> <hr/>
				<b>labor</b> 82:19
				<b>lack</b> 9:9 69:3 97:7

<b>lacking</b> 33:6 36:8	64:6,13 68:12 72:14 80:13 84:25 117:16 118:24 119:4, 9 129:22 135:13	<b>leagues</b> 6:13 22:11	<b>legally</b> 14:16	<b>liaison</b> 66:13 72:25
<b>ladies'</b> 60:1		<b>lean</b> 23:23	<b>lens</b> 29:10	<b>lieu</b> 119:16
<b>Lake</b> 27:13 28:8		<b>learn</b> 17:5,8, 10,24 24:6 47:6	<b>Leon</b> 77:23	<b>life</b> 35:9 53:10 71:11
<b>Lakes</b> 38:10	<b>lastly</b> 13:1 59:6	<b>learning</b> 128:1	<b>Leslie</b> 22:6	<b>life's</b> 55:17
<b>Lakeview</b> 26:12	<b>late</b> 42:3 56:7 77:24 136:13	<b>least</b> 7:9,18 28:19 32:11 46:4,15 47:9 67:6 107:25 108:25 117:18 136:4, 9 152:16,25	<b>less</b> 61:19 108:1 136:1, 22 140:18	<b>like</b> 6:2,7 10:8 15:20 21:12 26:13,21 28:4,11,13,21 35:16 46:9 47:7 48:20 49:13 50:8 52:17,24 55:15 56:15 57:9,16 58:5, 12 64:4 65:23 70:9 71:21 75:1,10 90:7 96:15,19 97:9 100:6 103:11 105:2,10,14 106:17,22 107:20,24 109:19 113:6, 22 114:19 115:4 117:21 118:23 121:16,24 122:1,4 128:6,18 131:8 136:12 138:25 141:2, 11 142:24 143:13,15,16 144:12
<b>landmine</b> 128:17	<b>later</b> 17:17 69:12 136:20 137:5,6		<b>lessons</b> 22:11 61:12	
<b>language</b> 100:9 134:25	<b>latest</b> 33:4	<b>leave</b> 20:13 75:15 83:14 88:7	<b>let</b> 48:5 50:7 76:17 89:22 120:5	
<b>laptop</b> 90:1	<b>laugh</b> 54:5	<b>leaving</b> 56:10	<b>let alone</b> 70:12	
<b>large</b> 84:5 144:3	<b>launch</b> 39:14	<b>left</b> 43:5 55:14 83:20 126:23 130:6 131:3,9	<b>lets</b> 132:5	
<b>largely</b> 20:21	<b>law</b> 146:3	<b>left-hand</b> 81:13	<b>letters</b> 69:25	
<b>larger</b> 98:23	<b>lay</b> 101:7	<b>legal</b> 145:20 147:10,13	<b>letting</b> 106:9	
<b>largest</b> 68:24	<b>lead</b> 151:1	<b>legality</b> 147:7	<b>level</b> 35:23 47:10 124:25	
<b>last</b> 4:18 20:8 21:6 24:24 29:4 32:4 35:1 39:24 42:3 55:1 56:11 63:23	<b>leaders</b> 48:20		<b>levels</b> 82:11, 13,16 86:7 108:15	
	<b>leadership</b> 19:7		<b>liability</b> 147:7	
	<b>leads</b> 45:2			
	<b>league</b> 17:23			

152:21 153:6	118:18 152:8	25	80:14	98:5
<b>likely</b> 20:9 140:18	<b>little</b> 37:2 82:5 90:15 109:17 115:22	<b>long</b> 7:17 8:19 41:15 45:18 50:4 51:14 53:24	<b>losing</b> 36:24 51:13,22 88:25	<b>luncheons</b> 7:23 61:7
<b>likes</b> 57:12	117:13 124:5 143:10 147:11 151:12	68:13 92:1 150:19	<b>loss</b> 12:6,20 14:21 65:16	<b>lunches</b> 71:16 145:14
<b>limit</b> 70:14		<b>long-range</b> 151:9	<b>losses</b> 11:15 12:1,10 66:2 80:15	<b>M</b>
<b>limitations</b> 131:21	<b>live</b> 15:13 17:18 35:13 40:20 44:4 53:5 67:13 131:10	<b>looked</b> 29:10 53:22 64:12 79:20 82:18, 20 86:9,14 100:6 113:14 123:25	<b>lost</b> 12:5 20:19 28:12 88:19	<b>machine</b> 9:15
<b>limited</b> 6:7,19 7:19 30:7 118:23 119:6 122:8 127:5 128:9,10 132:12 133:8 134:5 135:1	<b>lived</b> 41:11 59:17 73:16 75:8	<b>looking</b> 28:13 57:17 84:18, 19 88:24 92:3 96:23 112:20 116:20,22 117:16 135:19 139:21 144:21 150:7	<b>lot</b> 9:13 12:7 31:19 34:25 35:1,17 36:1, 13 38:9 42:6 55:4,6,22 56:14 57:10 100:1 102:8 103:16 108:4 109:18 114:5 115:3 116:8 120:8 122:2, 16 138:19 153:6	<b>made</b> 21:9 27:2 31:6 32:21 41:5 47:17 51:8,16 60:10 62:19 66:19 82:7 88:23 105:22 111:11 117:25 132:3 133:18 137:20 138:12 140:3 148:22
<b>line</b> 13:18 16:20 20:20 62:5 81:5,6, 11,12,16 82:2 85:11 86:2, 22,25 87:5,9 114:5 138:9	<b>living</b> 29:13 54:17 129:18 130:1	<b>load</b> 104:22	<b>love</b> 8:17 17:5,9 38:6,8, 11,18 59:4 68:8 115:3,4	<b>magnified</b> 97:15 99:5
<b>lines</b> 81:21	<b>local</b> 26:6 40:12 58:23 60:6,10	<b>loose</b> 15:3	<b>loves</b> 39:8	<b>magnify</b> 97:25
<b>list</b> 27:16	<b>location</b> 21:17	<b>loosing</b> 51:23	<b>lower</b> 53:1	<b>main</b> 38:19
<b>listen</b> 18:5,7, 10 23:10 48:19	<b>log</b> 106:4,5 152:5	<b>lose</b> 8:23 12:25 25:9 117:5		<b>maintain</b> 102:15 111:7
<b>listening</b>	<b>logic</b> 16:15,	<b>loses</b> 50:4		



<b>maintaining</b> 25:1 45:1	152:12	<b>manner</b> 13:20 46:13 74:23 90:9	<b>massive</b> 152:13,21,24	28:6 32:6 39:1 47:16 49:1 118:12 121:6 122:9 131:11 137:4 140:17 145:1 151:11,13
<b>majority</b> 20:19 22:22 43:20 60:8 65:1 73:23 75:4	<b>making</b> 6:25 52:2 59:21 72:21 77:22 79:15 92:5,7 98:24 116:19 122:19,22 128:10 141:18	<b>mantra</b> 36:9	<b>matched</b> 27:18	
<b>make</b> 4:23 6:2 7:2,7 11:12 16:2 17:4 19:8 21:14,23 28:11 30:4 40:10,15 46:11 47:20 50:3 57:16 58:2,20 64:9 65:22 68:6 70:1 73:21 84:23 90:7,9, 12 96:2,11 97:21 98:14 100:9 102:8 104:14,22,25 106:10 109:8, 13,17,19 111:17 113:15 114:4 115:14 120:6 124:25 126:3 127:13 132:3 137:2 139:7, 14 141:2,5,9 142:6,13 146:3 147:3 152:23	<b>malcontents</b> 73:7	<b>many</b> 9:1 20:12 30:22 33:1,2 44:1 46:3 49:21 53:5 60:14 61:17 78:5 101:19 114:17	<b>matching</b> 27:21 98:25	<b>Mayhew</b> 71:20
	<b>man</b> 35:15 52:5	<b>March</b> 62:21 142:23	<b>material</b> 77:24 78:7,16	<b>mean</b> 16:10 55:16 90:16 104:21 107:17 115:21 124:19 132:7 138:7 142:8 143:21 149:14
	<b>manage</b> 7:7, 15 34:8	<b>Margaret</b> 50:15	<b>materially</b> 30:11	
	<b>manageable</b> 105:19	<b>Mark</b> 15:12	<b>materials</b> 11:6 45:17	<b>math</b> 94:12
	<b>managed</b> 7:12 35:2 37:18	<b>market</b> 73:13 83:5 86:10 110:15	<b>math</b> 94:12	<b>Matt</b> 57:4,5 76:3 153:11
	<b>management</b> 8:19 32:23 33:10 34:4	<b>markets</b> 6:17	<b>maximum</b> 106:10	<b>meaningful</b> 70:6,11
	<b>Manager</b> 77:19,21 149:19	<b>marks</b> 68:10	<b>may</b> 11:22 24:4 32:20 35:18 43:14 48:10 54:7 61:21 62:13 72:2 74:17 100:5 111:24 116:5 118:2 130:14 148:7, 17 151:5	<b>means</b> 40:24
<b>makes</b> 20:24 24:3 131:24 132:15	<b>managing</b> 17:18	<b>markup</b> 14:24	<b>maybe</b> 9:8	<b>meantime</b> 75:15
		<b>Martin</b> 18:17		<b>measure</b> 92:17
		<b>Martini</b> 50:14, 15,16 52:8,14		<b>measured</b> 26:24
				<b>measures</b> 62:6
				<b>mechanism</b>

108:8	<b>member's</b> 58:18	<b>mentioned</b> 36:23 81:22 125:25	86:8 98:11 101:16,20 114:17 127:24 130:4 140:20 147:25 150:5 151:8,10	48:4 55:20 56:1,7,8,9 62:20 70:10
<b>meet</b> 126:13	<b>members</b> 7:16 9:24 14:2,14 15:1, 8 20:18 31:9, 11 32:1 33:2 42:24 43:21 44:1,11 47:19 50:3,22 51:1 52:21,23 53:17 54:13 59:23 60:4, 11,14,16 61:3,9,17 62:25 63:2 67:16 68:3,8, 17 70:21 72:8,10 120:14 138:22,23 141:13 145:7 147:22 149:13	<b>merchandise</b> 61:11 64:7	<b>met</b> 39:11	<b>mirror</b> 48:25 73:24 88:25
<b>meeting</b> 4:11 21:9 26:16 27:10 29:4 34:19 41:7,13 43:4 48:4,8 52:5 55:2 59:6 62:20 64:12 65:4,20 66:4,6 70:11 74:1 115:10 143:9 147:12 151:2,10 153:18	<b>method</b> 54:4	<b>methodology</b> 152:14 153:5	<b>Mike</b> 40:19	<b>misguided</b> 59:22
<b>meetings</b> 35:3 36:2 41:22 52:12 123:21	<b>membership</b> 6:22 7:4,6	<b>Michael</b> 8:12 67:12	<b>mill</b> 146:24	<b>misinformatio n</b> 32:6
<b>Melissa</b> 109:14,16 110:2	<b>Memorial</b> 30:25 31:1	<b>Michaela</b> 5:2	<b>Miller</b> 45:13, 14,15 47:14, 23	<b>mised</b> 43:15 133:23
<b>member</b> 8:16 23:12 31:21, 23 32:10 40:4,23 47:4 52:20 54:15 65:9 67:23 71:19 72:11 77:14 111:4 118:18 120:17 136:10 148:17	<b>men</b> 7:5	<b>Michaela's</b> 5:4	<b>million</b> 13:17 27:13,15 28:7,18 36:24 50:4 66:2	<b>mission</b> 35:8, 20 37:17
<b>member's</b> 60:1 68:25	<b>Memorial</b> 30:25 31:1	<b>Mick</b> 18:24 67:23	<b>mind</b> 19:12	<b>mistake</b> 32:19
<b>mention</b> 33:3 46:6 73:3	<b>men's</b> 60:1 68:25	<b>Middle</b> 44:7 87:21 126:13	<b>mindset</b> 92:2, 5 93:3	<b>mix</b> 83:18 84:2 88:22 92:14 93:23 98:15
		<b>midpoint</b> 93:1 110:12	<b>minimal</b> 43:18 102:5	<b>mixes</b> 89:20
		<b>midweeks</b> 147:17	<b>minor</b> 47:9	<b>mixing</b> 98:25
		<b>might</b> 37:15, 20 55:4 56:23	<b>minority</b> 32:5 37:13 60:7,10 67:7	<b>moan</b> 18:9 73:10,25
			<b>minutes</b> 4:25 10:11 34:5	<b>model</b> 44:18 62:14 143:5, 23

<b>modeled</b> 19:14	<b>more</b> 12:24, 25 13:17 16:7 23:25 25:10 29:24 30:15 33:16 34:6 42:14 49:4 58:12,20 59:4 60:9 63:11 64:12 65:21 66:6,19 67:19 68:2,16 72:22 82:25 86:9 87:10 88:22 95:12 97:16 99:5 105:4 109:7 113:17 115:22 117:13 118:9 119:10 122:2 124:15,17 126:11 127:14 140:16 146:24,25 151:12 153:1	<b>most</b> 7:10 22:13 24:21 36:13 147:25 148:18  <b>most-frequent</b> 58:6  <b>most-loyal</b> 20:7 62:4  <b>most-recent</b> 36:20  <b>mostly</b> 43:18 62:25  <b>motion</b> 90:12 100:9 104:14 109:8,10 110:3,5 112:13 128:10 132:24 133:24 134:16,20 135:11  <b>motion's</b> 111:11 112:2 133:18 134:2  <b>motions</b> 90:7 96:11 109:13, 20,22  <b>motivates</b> 105:11	<b>motivation</b> 105:12  <b>mountain</b> 5:15 7:8 9:20 16:9 23:12, 14,21,24 29:23 30:5,9 39:5,11 47:4, 5 55:15,17 64:11 83:1 86:5,11,17 88:10,12 91:5 101:6,10,23 102:21 108:21,24 110:14 111:15 117:21 118:14 122:1, 3 132:13 133:4,5,17 149:21 153:6  <b>move</b> 17:15 36:16 56:3,4 69:10 73:12 104:4 110:6, 20 111:1,7 112:14 133:1  <b>moved</b> 5:13 55:12 66:5 73:7 105:2 115:13  <b>moving</b> 4:4 5:24 70:4 71:2 76:19 109:2 136:19	151:19 153:15  <b>much</b> 9:9 12:4 18:3 34:15 50:13 51:21 54:1 64:17,19 69:17 73:4 92:17 96:2,19 97:20 109:7 121:23 144:2 146:21 153:8  <b>multi-play</b> 8:25  <b>municipal</b> 143:24  <b>Murry</b> 21:19 22:5,6 24:10  <b>music</b> 31:4  <b>must</b> 14:25 70:1  <b>mutual</b> 23:10  <hr/> <p style="text-align: center;"><b>N</b></p> <hr/> <b>name</b> 4:13,16 5:25 10:5,13 15:12 24:12 34:22 40:19 42:22 59:15
<b>modestly</b> 9:18				
<b>Monday</b> 118:25 127:6 133:12				
<b>money</b> 4:23 12:25 18:3,16 47:18 51:21, 22,23 52:3 53:8 56:17, 19,20 58:20 84:22 89:1 98:24 122:19 152:24				
<b>moneys</b> 33:19				
<b>Monica</b> 5:25				
<b>monitor</b> 80:5 88:21 103:8 105:13,21 107:19 122:8	<b>morning</b> 39:15 53:7 67:25 68:14 69:3 75:19 132:20 135:25 136:23 139:9			
<b>month</b> 10:20 48:11 56:18 151:2	<b>mornings</b> 44:2 58:11 141:23			
<b>months</b> 7:17 21:23 124:1	<b>morons</b> 18:18,19			
<b>moon</b> 147:24				

69:20 129:24	<b>need</b> 5:12,19 6:8 9:18 11:3, 23 12:7,20 18:14 37:20 39:3 46:25 48:25 57:22 70:4 73:13,23 76:14 88:17, 21,22,23 90:15,16 92:14 98:6,18 104:9,13,15 107:15 109:7 115:22 120:4, 25 126:1 128:15,17 131:18 139:15 140:24 142:5 143:7 144:7 145:4,20 146:1 147:6,8	<b>nervousness</b> 113:12	142:23 143:3	<b>no-showing</b> 12:23
<b>name's</b> 13:8 31:16 64:22		<b>net</b> 81:3 86:20	<b>nice</b> 5:17 35:4 142:10	<b>no-shows</b> 9:7,8,10 12:24
<b>names</b> 4:8 73:3 147:19		<b>Nevada</b> 4:17 10:17,21 54:23	<b>nicely</b> 15:23	<b>Noble</b> 76:7,12 95:3,4 96:21, 22 98:18 101:1 103:11, 20 104:4 107:23 111:13,20 112:3,8 114:19,24 115:8,9 117:12 125:19,24 127:2,19 132:25 133:1, 24 134:7,21 135:6,15 140:2
<b>narrative</b> 66:17 68:13		<b>never</b> 17:21, 22,23 76:9 78:17 145:23 150:13	<b>night</b> 125:10	
<b>narrowly</b> 21:24		<b>new</b> 37:2 40:14	<b>nine</b> 18:7 35:6 48:23 73:25 75:7 101:23 102:1, 6 103:14 118:14 132:17,20,21 133:17 135:25	
<b>Nasty</b> 48:23		<b>newly</b> 6:21	<b>nine-hole</b> 16:9 133:5	
<b>nation</b> 31:7		<b>next</b> 8:11 10:4 13:7 15:11 17:13 18:23 22:5 24:11 26:10 29:1 30:18 31:15 34:17 37:23 40:18 42:21 44:15 45:13 47:24 50:14 52:15 54:20 58:5,14 59:14 62:16 64:21 67:11 69:19 71:17 74:4 76:2 88:17 89:2,3, 11 107:25 122:10	<b>nine-minute</b> 76:24	<b>nobody</b> 34:12 57:12
<b>nature</b> 46:15 62:9	<b>needed</b> 78:21 85:12		<b>Niner</b> 23:24	<b>Nobody's</b> 56:19
<b>Navazio</b> 65:5 77:15 78:14 80:18 90:24	<b>needs</b> 59:11 63:11 67:19 75:6 83:20 84:12 113:14		<b>Niner's</b> 23:12	<b>non-club</b> 9:24 138:23
<b>nearly</b> 65:17 153:8	<b>negative</b> 62:10		<b>Niners</b> 39:6, 12 47:5	
<b>necessarily</b> 46:15 107:17 109:7 114:7	<b>neighbor</b> 39:11		<b>Ninety-nine</b> 9:6	<b>non-discriminator y</b> 10:1
<b>necessary</b> 125:2 136:5, 21	<b>neighbors</b> 8:17 35:17 50:8		<b>no-show</b> 110:23	<b>non-golfers</b>
<b>neck</b> 138:9				

9:15	147:18	<b>noticed</b> 25:3, 13 32:13 147:18	<b>nutshell</b> 89:12	<b>October</b> 102:8
<b>non-governmental</b> 144:23	<b>non-workable</b> 22:17	<b>noting</b> 87:4	<b>O</b>	<b>off</b> 9:4 21:21 24:19 30:15 46:2 49:8,9 55:23 56:6 71:21 79:12 90:7 91:24 94:5 99:7,17 104:14 106:5 118:5,12 121:15 123:12 135:14 138:11 139:23 143:9, 12 144:19
<b>non-member</b> 8:22	<b>none</b> 5:1 52:12 61:2 76:23 101:21 112:6 134:12 135:11 153:10	<b>notwithstandi ng</b> 7:20	<b>objective</b> 41:19 93:9	
<b>Non-picture</b> 30:12 34:1 80:3 83:7,12, 18 86:13 92:19 93:25 94:16,22 95:23 97:3, 11,17 98:16 99:23 100:4, 11,13,18 101:7 102:15 103:22 110:6, 10,12,14,22 148:16	<b>nonresident</b> 68:10	<b>number</b> 7:22 10:18 30:20 59:8 69:5 81:14 86:1 88:2,4,7 90:17 91:1,2,3 95:7 107:3,5, 6,10 108:16 111:6 115:3 119:21 136:6 150:18	<b>objectives</b> 41:19 42:5	
	<b>nontransferab le</b> 130:1,3	<b>numbered</b> 90:7,11	<b>obliviously</b> 138:1	<b>obvious</b> 65:23
	<b>normal</b> 21:10, 14	<b>numbers</b> 4:21,24 18:2 26:17 64:18 65:21,22 66:7,15 74:16,22 80:16 81:1 83:13 85:2, 21,22,23,25 86:3 87:7,22, 24 98:13 108:25 119:17 122:24 124:24 125:8 139:21 143:1	<b>observation</b> 136:9	<b>offense</b> 73:2
	<b>Northwood</b> 42:23 69:21		<b>obviously</b> 52:11 97:10	<b>offer</b> 18:9 41:24 68:22 70:9 138:12, 13 139:17
<b>non-profit</b> 107:10 108:7, 17 111:7	<b>not-for-profit</b> 107:17		<b>occasion</b> 13:15	<b>offered</b> 14:13 69:10,22 140:10
<b>non-rate</b> 28:3	<b>note</b> 18:17 19:12 84:5 90:21		<b>Occasionally</b> 147:24	<b>offers</b> 152:17
<b>non-resident</b> 6:25 61:23	<b>noted</b> 29:12		<b>occupied</b> 136:24	<b>office</b> 106:12 124:6
<b>non-residents</b> 71:12	<b>nothing</b> 18:8, 10 87:10 146:8 149:15		<b>occur</b> 61:20	<b>officers</b> 7:4
<b>non-tournaments</b>	<b>notice</b> 82:2		<b>occurred</b> 13:18 14:19	<b>official</b> 98:4

<b>often</b> 8:20 122:9 148:9	24 130:5 135:14 137:18 143:16 144:3, 6,10 145:17 149:12 151:11 152:17,18	<b>open</b> 6:22 9:22 44:3 47:2 58:21 69:11 127:13 133:9 147:17 148:9 152:3	33:11 64:14 77:12 80:10, 25 81:6	<b>Ordnance</b> 51:6
<b>old</b> 27:18 42:18 53:10		<b>opened</b> 43:25 58:15 59:4 140:24	<b>opinion</b> 10:17 45:22 100:3 142:20	<b>organization</b> 107:10,18 111:8 128:15
<b>older</b> 23:19		<b>opening</b> 123:15	<b>opinions</b> 30:22 41:25	<b>organizations</b> 108:7 144:23
<b>on-the-back-of-napkin</b> 120:19	<b>one's</b> 10:22	<b>openly</b> 146:19	<b>opportunities</b> 21:21	<b>organized</b> 38:12 47:1 143:13
<b>once</b> 38:25 56:22 147:24	<b>ones</b> 15:16 46:16,18 55:7 90:14 95:1 97:13 104:13, 15	<b>operate</b> 85:13	<b>opportunity</b> 47:6 87:17	<b>oriented</b> 149:3
<b>one</b> 7:5,8,12, 18 11:19,21 16:3,6 18:5 27:6 31:22 32:10,11 36:9 41:17,23 44:7 46:17 49:12, 14 50:7 53:16 56:7 58:11 69:6 70:10 72:24 73:1,7 78:1,5 81:25 88:12 91:10 92:18 93:7 95:6,10 96:12,13,16, 22 97:10 100:15 107:7 109:9,10 111:4,16 113:6,17 116:3 120:17 123:25 124:7 126:23 127:10 129:1,	<b>ongoing</b> 82:24	<b>operated</b> 25:6	<b>oppose</b> 13:14,19	<b>originally</b> 121:19
	<b>only</b> 7:5,8 9:24 20:16 21:22 23:20, 24 31:10 33:3 34:11 39:21 50:7 58:7,15 60:16 65:16 67:24 72:7 74:15 85:2 91:10 95:12 101:24 102:2 122:6 124:24 127:7 129:24 132:9 133:14 134:24 135:25 137:24 149:1	<b>operating</b> 19:21 21:12 93:17 99:10	<b>opposed</b> 22:14 57:14 112:13 135:11	<b>others</b> 15:5 16:6 44:17 93:14 102:13 127:13 130:11
	<b>opaque</b> 42:15	<b>operation</b> 21:10	<b>optimize</b> 21:20	<b>otherwise</b> 17:9 40:1 57:23 75:9 99:8 132:1
		<b>operational</b> 79:19 80:24 92:8	<b>option</b> 9:1 126:8	<b>ourselves</b> 27:2
		<b>operationally</b> 131:13	<b>options</b> 19:15 20:24 41:20 77:11	<b>outcome</b> 29:21 64:3 66:14
		<b>operations</b> 19:21 21:24	<b>orange</b> 84:5	
			<b>order</b> 19:10	

<b>outlay</b> 84:15, 22 87:21,22	95:14	118:7,13 119:1 127:7 133:4,14,16 134:24 153:16,18	<b>parameters</b> 115:6 116:4 146:13	<b>parts</b> 52:2
<b>outpouring</b> 41:9	<b>over- collection</b> 25:17		<b>parity</b> 152:16 153:2	<b>pass</b> 7:11 8:25 11:3,10 12:13,17 13:10,21,23 14:2,4,13 16:19 17:2 20:4,6 28:2 29:14,18 30:9,10,12,14 33:24 34:1 40:20 41:14 44:16 45:2 49:7,16 52:19 53:15 56:16 58:8 61:22 78:25 80:3,4 83:7,11,12, 19,21 84:13, 16,20,21 85:1,4 86:13 87:20 92:19, 22 93:13,14, 23,25 94:16, 22 95:14,16, 23,24 96:25 97:3,5,11,17 98:6,16 99:14,15,22, 23 100:4,11, 13,18,22 101:7,9 102:15 103:22 104:3 105:25 108:1, 2 110:7,8,10, 12,15,16,21, 22 113:11,21 115:4 116:13 117:19 118:2, 5,11 119:5,6,
<b>outside</b> 6:25 23:20 99:5	<b>over-engineer</b> 152:7	<b>pack</b> 152:9,18 153:1	<b>park</b> 24:18 57:22 142:3	
<b>outsiders</b> 94:16	<b>over- subsidized</b> 16:6	<b>package</b> 42:2,3,7	<b>part</b> 9:19 22:18 24:23 40:20 49:13 52:10 54:24 62:19 64:8 89:4 106:24, 25 139:10 146:1 148:1, 18	
<b>outstanding</b> 78:18	<b>overall</b> 19:14 21:4 25:6 42:5 64:2 122:24	<b>packet</b> 14:19 45:6 59:10 77:18 79:21 80:7 82:13,23 89:10,17 93:8 103:23 129:22 135:17		
<b>over</b> 7:10 8:20 17:1 20:8,10 24:24 25:4 26:17 32:4 38:2,23 41:11 53:7 55:16 59:21, 25 60:13 63:19 64:25 66:13 67:5,15 72:1,14 82:7 88:18 89:23 97:25 107:21 123:6 125:3, 11 126:23 127:3 131:3,9 143:5,6,16 146:17	<b>overdue</b> 45:18	<b>packets</b> 43:5	<b>part-time</b> 40:21	
	<b>overhead</b> 8:1 93:18	<b>packs</b> 152:16 153:3	<b>participate</b> 66:9 71:24 75:11	
	<b>own</b> 4:20,24 7:3 21:25 37:2 38:15 41:1 50:23 73:20	<b>pages</b> 15:17 26:20 32:8 77:17 82:23 93:9 108:14 133:3 135:16	<b>particular</b> 13:13,22 78:8,12 80:6, 19 81:18,24	
	<b>owners</b> 13:16 40:14 70:18, 25	<b>paid</b> 32:2 37:3 39:22 40:1	<b>particularly</b> 9:3 29:6 104:19	
<b>over- budgeted</b> 79:22	<b>P</b>	<b>pandemic</b> 61:1	<b>parties</b> 68:22 70:12	
<b>over- collecting</b>	<b>P.M.</b> 77:2			

<p>16 121:25 123:4,5,6,7, 14,18 124:7 125:3,14,25 126:1,10 127:4,23 128:19 129:13,14,16, 24 130:10,17, 21 131:20 132:20 133:5, 9,23,25 135:1 136:7 138:11 148:7,11,16, 19 149:1,10, 13 152:14</p> <p><b>passes</b> 6:12 20:2,4,14 33:18 56:22 58:12 60:15, 19,23 61:4 83:23 112:13, 18 114:8 116:6 117:1, 15 119:21 120:13 121:1 125:11 126:16 127:1 129:11,17,25 130:6,15 133:6,15 134:5 135:11 152:9</p> <p><b>passing</b> 96:7</p> <p><b>passion</b> 35:9</p> <p><b>past</b> 13:18</p>	<p>31:9 52:25 59:20,25 60:25 63:19 64:25 66:13 82:6,8,14 88:10,18</p> <p><b>path</b> 59:22 144:9</p> <p><b>pathway</b> 102:21</p> <p><b>Paul</b> 77:15</p> <p><b>pause</b> 33:9</p> <p><b>pay</b> 7:16 12:15 25:25 26:5 50:8 61:5,12 75:3 108:2 124:16 145:7,8 152:25</p> <p><b>paying</b> 108:1 152:22</p> <p><b>pays</b> 84:14</p> <p><b>peak</b> 16:4,10 31:25 38:10 44:7,17 49:15,18 68:15 70:20 92:24 101:13 102:2 110:19 111:2 135:20</p>	<p><b>penalizing</b> 58:9</p> <p><b>people</b> 5:9,13 11:8,10,24 12:2,23 15:15 16:23 17:15 18:7,14 22:11,13 31:5 32:11 35:6 36:5 37:9 38:13,14 39:22 40:11 41:13 47:6 48:8,15,19 49:5 50:7 51:6,12 53:19 54:17 55:4,5, 22 56:10,23 57:24 70:4 73:9,25 74:16 92:12 101:19 105:4 106:3, 19 120:16 122:6 124:12, 20,25 125:10 126:3,25 127:14 132:5 139:11,15 140:16 152:22,25</p> <p><b>people's</b> 41:3</p> <p><b>percent</b> 5:19 9:6 11:6 19:20 20:17 21:4,6 27:6 28:3,19 29:19,25 30:3,4,7,11</p>	<p>33:17 49:9 58:8 62:23 63:14 64:9,10 67:25 68:14 83:12,15 88:16 91:11, 13,17,21 92:23 93:24 94:4,7,9,22, 24 95:5,6,12, 17,19,20,23, 24 96:1,2,3,8 97:5,10,12, 15,17 98:23 99:8,17,22,25 100:4,6,12, 19,23,24,25 101:7,11 105:9,10,14, 15 110:8,9, 15,17,25 112:23,25 113:6 117:3, 14,17,23 121:5 123:8, 9,18 125:4, 14,17 127:2 128:9 132:14 133:7 136:2, 22 148:20</p> <p><b>percentage</b> 75:17,19 96:24 97:22, 23 99:13 107:13 136:6</p> <p><b>percentages</b> 97:1 99:9,17</p> <p><b>percents</b> 99:4</p>	<p><b>perfect</b> 78:17 103:25</p> <p><b>performance</b> 45:20 103:8</p> <p><b>perhaps</b> 51:15 88:11 89:5 105:20 113:22 123:1</p> <p><b>period</b> 28:1,4</p> <p><b>perpetually</b> 73:6</p> <p><b>person</b> 4:12 8:3 10:25 42:18 53:19 148:12 153:1</p> <p><b>personal</b> 74:8</p> <p><b>personally</b> 68:4 119:25</p> <p><b>perspective</b> 69:23 70:8,9 85:1,4 130:19,24</p> <p><b>phenomenal</b> 102:24</p> <p><b>phonetic</b> 13:7 18:23 26:10 29:1 37:23</p>
---	---	--	---	---



47:24 59:16 62:17 67:24 71:19 151:21	<b>pilot</b> 139:2	118:2 119:14 121:15 124:7 126:6,16,25 127:5 128:18 132:7,9,20 133:11,23 137:12,23,24 141:22 147:17 148:3 152:16 153:1, 3,6	<b>point</b> 5:17 6:5 28:11 33:5 56:12 78:24 79:1 82:1 85:20 96:22 102:20,21,25 106:2 109:11 111:14 115:15 116:14 117:10 127:18 129:4 136:4,15,22 139:24 141:18 150:12,17 152:1	<b>politics</b> 32:3  <b>polled</b> 75:1,9  <b>Polly</b> 17:14  <b>polo</b> 46:18  <b>pont</b> 141:20  <b>poor</b> 9:1  <b>portion</b> 88:16 141:21  <b>position</b> 10:22 50:8 122:16,25  <b>positive</b> 60:16,20  <b>possible</b> 126:4 130:14 135:24  <b>possibly</b> 47:15  <b>posted</b> 4:19  <b>postpone</b> 66:5  <b>potential</b> 139:22
<b>pickle</b> 22:9 149:22	<b>pissed</b> 55:23  <b>pitted</b> 36:10  <b>place</b> 9:10 13:2 34:9 35:13 38:4 44:10 52:5 105:1 118:23  <b>planned</b> 38:13  <b>planning</b> 55:21  <b>play</b> 7:6,8,16, 18 8:17,23,24 9:10 17:22 29:11,14,18, 24 30:9,14 35:14 39:24 40:24 43:24 44:22 50:17, 19 53:14 54:14 55:7, 13,17 56:2, 16,17 58:9,10 60:1,25 61:19 69:11 83:18 84:1 88:22 89:20 92:12, 14 93:23 98:15 101:23 113:2 114:17, 25 115:3,11 116:6,13	<b>played</b> 9:5 17:21,22 53:10 62:24 113:15 124:15  <b>players</b> 9:16 68:10 113:2  <b>playing</b> 6:14 39:20 55:11, 22,23,24 56:19 59:24 137:19,22 146:14  <b>plays</b> 7:8 56:24 118:8 124:1 148:12  <b>plea</b> 68:21  <b>plugged</b> 74:17  <b>plus</b> 7:22 133:7	<b>pointed</b> 22:8  <b>points</b> 16:2 19:16 21:8 42:3 57:16 63:24 91:20 140:4 143:14  <b>policies</b> 15:6 93:9,10 95:13 145:23  <b>policy</b> 9:8 19:23 41:19 42:5,12 63:22 92:7 94:1 98:4,8,10 99:6,12 107:4 110:23 116:18 146:7 147:9	
<b>picture</b> 7:11 11:3,10 12:13,17 13:9,21,23 14:2,4,13 16:19 17:2 20:4 28:2 33:23 52:10, 19 53:15 61:22 80:4 83:11,21 84:13,16,20, 21,25 85:4 87:19 92:22 93:13,14 95:14,16,24 96:25 97:5 98:6 99:14, 15,19,22 100:22 101:9 104:3 105:25 108:1,2 110:8,12,16, 21 136:7 139:25 148:6, 11,19 149:1, 10,13  <b>piece</b> 25:11  <b>piggyback</b> 151:11				

<b>potentially</b> 114:15 117:1, 4 139:14,25	10:24	<b>preserves</b> 22:19	125:16	<b>priorities</b> 40:12
<b>power</b> 36:13 46:7 79:1	<b>preferred</b> 11:6 14:10 15:3 53:2,24 54:9 141:22	<b>president</b> 48:11,12 59:19 68:24 74:7	<b>prices</b> 41:14 116:13,20,21 117:16	<b>private</b> 6:10 31:21 46:8,9 143:24 144:10
<b>practice</b> 98:19 147:8	<b>premise</b> 38:20 69:4	<b>presidents</b> 72:20	<b>pricing</b> 19:19, 23 27:7 34:13 61:14 92:7 93:10 94:1 99:5 116:18 123:8	<b>privilege</b> 59:24
<b>practices</b> 50:18 51:3 105:1	<b>prepared</b> 150:10	<b>pressure</b> 32:22,24 40:14	<b>primarily</b> 7:23 45:7 67:22 69:6	<b>privileged</b> 15:2
<b>pre-advanced</b> 39:23	<b>preparing</b> 26:15	<b>Preston</b> 24:17	<b>primary</b> 71:11	<b>privileges</b> 10:23 14:7, 10,16 15:3 16:16 144:25
<b>prebook</b> 6:18 33:23 104:18 110:20,22 140:15	<b>preprogramm ed</b> 31:4	<b>pretend</b> 21:12,22	<b>prime</b> 6:14 7:17,19 47:19 62:25 63:10, 13,14 118:19 120:15 124:2 127:12	<b>pro</b> 18:4 20:11 51:23 61:11 80:8,9
<b>prebooking</b> 22:17 23:5 24:5,9 29:16 120:15	<b>present</b> 4:3, 10 42:13,14 47:10 74:22 112:16	<b>pretty</b> 5:2 30:2 34:20 79:21 80:14 96:19 104:20 123:13	<b>principles</b> 15:21,22,25 98:25	<b>probably</b> 39:21,24
<b>prebooks</b> 113:13	<b>presentation</b> 32:10 65:22, 24 66:17,18, 20 90:21	<b>prevent</b> 104:19	<b>print</b> 126:22	<b>problem</b> 11:21,24 12:2 50:6 136:9
<b>predecessor</b> 71:22	<b>presented</b> 19:10 32:9 65:5 66:1,8 68:12 109:12, 24	<b>previous</b> 41:6 66:3 126:23 130:3	<b>print's</b> 42:8	<b>problems</b> 142:1
<b>prefer</b> 94:24 141:22	<b>presenting</b> 74:16,18	<b>price</b> 30:18, 19 31:14 83:11 84:18 112:25 119:3	<b>prior</b> 71:22 88:11 116:5 144:17	<b>procedure</b> 15:5
<b>preferences</b>				<b>process</b> 4:14

43:9 54:4 70:14 75:11 78:11,19 79:10,11 87:1,13 92:1 102:14 109:11 128:1 142:22 152:5	<b>projected</b> 65:12 87:6,25	95:7 126:24 133:2	59:14 62:16, 21 64:21 65:9 67:11 69:19 71:17 74:4 76:2,3 105:22 137:12,19 138:3 141:4, 13 145:6,18 148:22 149:12 151:18,20 153:9	<b>push</b> 121:23 143:9
<b>produced</b> 100:5	<b>projection</b> 65:17 74:15	<b>propose</b> 21:1 118:21,22		<b>pushed</b> 121:22
<b>product</b> 83:9 96:16 111:10 115:21	<b>projections</b> 19:14 83:4	<b>proposed</b> 16:8 22:22 23:4 29:18 58:12 77:8 81:15 82:3 88:6 117:23 119:14 125:16	<b>publication</b> 19:6	<b>pushing</b> 143:11
<b>productive</b> 42:9	<b>promotes</b> 45:10	<b>proposing</b> 58:10	<b>pulled</b> 121:12	<b>put</b> 16:19 23:20 32:22 34:9 37:18 46:16 73:13 79:8 83:23 85:21 89:10 90:23 98:18 106:4 115:17 120:8,10 121:15 138:8 143:19 146:12 150:19
<b>products</b> 124:8	<b>pronounceme nt</b> 45:8	<b>proud</b> 40:4	<b>punching</b> 75:21	<b>puts</b> 76:16
<b>professional</b> 19:5 72:10,12 74:20	<b>proper</b> 33:10	<b>provide</b> 35:22 63:13	<b>punitive</b> 30:2 62:6 69:5	<b>putting</b> 34:10 45:16 78:15 122:25 151:3
<b>profit</b> 5:5 34:8 58:1	<b>properly</b> 33:8	<b>provided</b> 20:7 25:8 36:21 62:21 65:8 77:24 80:19 82:14 108:16	<b>purchase</b> 60:18	
<b>programs</b> 24:8 62:4	<b>property</b> 13:16 25:21, 25 26:1,3 38:5 70:18,25 71:10	<b>providing</b> 21:16 36:5 93:13,17	<b>purchased</b> 60:15	
<b>prohibits</b> 10:21	<b>proposal</b> 67:20 68:25 69:5,16 94:25 97:2 107:25 113:11 115:14,17 116:12 117:25 119:12 126:21 135:19 136:21 140:8	<b>public</b> 4:4,6 6:16 26:6 33:21 41:24 42:9 46:7,24 47:2 57:2	<b>purchases</b> 122:9	<b>pyramid</b> 43:8, 14 75:6 88:13,16
<b>project</b> 102:22 114:6	<b>proposals</b>		<b>purely</b> 104:2	<b>quality</b> 6:23
			<b>purple</b> 81:11, 16 82:2 85:11 86:2 87:9	<b>quality</b> 35:9

**Q**

71:11	<b>quorum</b> 4:3	99:8,23 100:4	<b>rationale</b>	72:4,15 79:14
<b>question</b>	<b>quote</b> 25:4,17	101:21	113:21 114:8,	85:21 86:18
16:15,25 90:5		102:14	24 124:20	92:10 96:17
96:10 101:22	<b>R</b>	117:22 121:3,		117:8 119:4
104:1 111:21		4 123:20	<b>Ray</b> 36:12	121:23
112:6 115:24		124:16 125:3		131:24
116:6 117:12	<b>racket</b> 57:21	133:6 152:10	<b>reached</b> 72:7	139:17 144:5
129:1 134:3,		<b>rates</b> 8:15		146:6,8
13 135:4		10:1 16:11,12	<b>read</b> 11:5	149:18
143:20,21	<b>raise</b> 27:20	21:4 28:2,5	15:17 26:20	<b>realtime</b>
147:16	33:16 100:1	29:20 30:3,7,	50:25 70:8	152:1
	116:13	12 33:16	110:4 126:20	
<b>questioning</b>		41:14 47:16,	134:19	<b>realty</b> 152:12
127:15	<b>raised</b> 47:16,	17 53:1 57:11	<b>reading</b> 37:16	
	17 138:21	58:7 59:7		<b>reanalysis</b>
<b>questions</b>		63:18 77:8	<b>ready</b> 75:18	120:1
43:6 78:20	<b>raising</b> 5:7	80:4,5,17		<b>rearview</b>
90:3,18 91:22	30:3 58:7	83:19 84:18	<b>real</b> 5:20	88:25
93:7 100:16	116:20	87:20 92:8,	20:24 32:1	<b>reason</b> 27:12
		22,25 94:6	62:3	30:23 34:12
<b>quick</b> 24:2	<b>rake</b> 68:11	97:4,7 98:11,		48:6,8 84:9
90:4 96:10		15 99:22	<b>reality</b> 82:19	97:6 102:23
128:7	<b>range</b> 20:9,10	100:18,22	153:7	116:16 127:9
<b>quickly</b> 48:5	43:22 61:12,	101:7,10,12,		137:1,23
55:1,14 96:18	13 96:15	13 102:2,10	<b>realize</b> 8:3	
	111:10	103:6,12	73:24	<b>reasonable</b>
<b>Quiet</b> 77:4	125:23	107:10 108:1		13:15 22:15
	137:23	110:7,9,10,	<b>realizing</b>	66:24 86:12
<b>Quinn</b> 59:15	150:19	11,13,15,17,	88:25	<b>reasoning</b>
68:24	<b>rasing</b> 145:3	18,19 111:8,		113:21
		10 121:5	<b>really</b> 7:14	119:17
<b>quit</b> 51:16	<b>rate</b> 9:7 19:15	133:5 152:22,	13:18 16:25	
57:1	21:3,5 29:18	24	20:15 23:14	<b>reasons</b>
	30:1,15,16	<b>rather</b> 48:17	43:3 45:19	46:22 137:18
<b>quite</b> 39:13	66:25 77:12	60:10 62:6	46:25 47:11	
103:23	84:19 93:11	64:17 88:24	55:3,10 70:14	
	97:4,11 98:6	105:3 119:10		
		144:22		

<b>rebate</b> 61:3	<b>recommendat</b> <b>ion</b> 29:9 34:4	57:18	129:23	<b>regulation</b> 6:21
<b>rec</b> 6:10	83:14 86:15	<b>recreate</b>	<b>referred</b>	<b>reiterate</b> 21:8
18:13 22:8	102:12 103:5	46:20	71:13	
24:16 25:12,	114:22			<b>related</b> 85:14
18,19,22,24	116:19 120:2,	<b>recreation</b>	<b>referring</b>	<b>relates</b> 21:10
26:5 36:23,24	9,21,22 121:4	13:20 44:6	126:5	80:16 86:5
44:18 49:8	141:6	46:7,24 84:22		91:5 143:8
57:20 70:21	<b>recommendat</b> <b>ions</b> 15:22	<b>recreational</b>	<b>refilling</b>	146:4 147:8
75:2 149:22	32:14 33:15	25:7 35:22	104:20	
<b>recall</b> 72:11	60:22 63:18	43:10		<b>relating</b> 6:22
75:8	77:11 78:22		<b>reflected</b>	
	80:1 82:10	<b>red</b> 81:6	85:25 93:19	
<b>receive</b> 6:23	102:18	86:22,25		<b>relationship</b>
33:19 145:10	121:13	136:1	<b>refreshment</b>	62:7
	142:23		5:10	
<b>received</b> 63:5	150:23	<b>reduce</b> 16:3	<b>refund</b> 61:3	<b>relatively</b>
78:1	151:24	21:2 33:18		87:5
		34:4 79:24		
<b>receives</b>	<b>recommende</b> <b>d</b> 83:22		<b>refuse</b> 49:11	<b>relief</b> 39:7
145:8	102:23	<b>reduced</b>	58:16	
	121:20	19:18 20:22		<b>remainder</b>
<b>receiving</b>		61:1 86:2	<b>regarding</b>	69:12
76:8 120:13	<b>recommending</b> <b>g</b> 116:16		21:9 22:14	
		<b>reducing</b>	62:22 74:10	<b>remember</b>
<b>recently</b>	<b>record</b> 77:20	79:19 82:18	118:16	11:19 48:7,12
36:13 46:4	104:17	101:23		55:1,12 68:2
	129:21	<b>reduction</b>	<b>regards</b> 25:12	71:8 116:11
<b>recognize</b> 8:6		85:24 88:5	27:7 103:17	149:24 150:6,
31:25 57:13	<b>recount</b> 49:21	97:3,18	115:10 127:4	14
86:19			136:10	
	<b>recovering</b>	<b>reductions</b>	<b>regular</b> 17:1	<b>remind</b> 4:7
<b>recommend</b>	94:2	87:3	61:10 108:22	<b>Reminder</b>
24:5 73:22	<b>recovery</b> 43:8	<b>referenced</b>	<b>regulated</b>	79:3
86:16 102:20			7:13 8:5	
103:4,5				
113:20				

<b>removal</b> 29:15 113:13	<b>representative</b> 46:19	111:2 135:14, 18,20	<b>resort</b> 150:1	53:3 54:10
<b>remove</b> 75:2	<b>represented</b> 92:19 136:8	<b>reserve</b> 14:11 16:22 22:9 23:25	<b>resource</b> 149:18	<b>restaurant</b> 20:11 28:18 51:24
<b>removed</b> 85:3	<b>reputation</b> 35:12	<b>reserved</b> 9:2, 5 14:10 63:8 68:5 136:15 148:24 149:2	<b>resources</b> 36:17 46:12	<b>restaurants</b> 58:23,25 59:3
<b>removes</b> 85:17	<b>request</b> 63:12 68:23 69:10 89:5 150:8	<b>reset</b> 37:20	<b>respect</b> 8:14 11:4,16	<b>restraints</b> 33:3
<b>removing</b> 84:10,20 103:6 141:20	<b>requested</b> 61:3 66:9 80:23	<b>reside</b> 42:23 59:18	<b>respectfully</b> 63:12	<b>restrict</b> 51:8 58:10 111:1
<b>Reno</b> 53:8	<b>Requesting</b> 77:14	<b>resident</b> 10:6, 14 13:9 18:25 24:13 40:21 48:1 67:1 68:2,16 148:1	<b>respective</b> 72:19	<b>restricted</b> 6:24 8:5
<b>replace</b> 101:13 110:18	<b>requirement</b> 148:25	<b>residents</b> 8:23 9:21 15:7 20:13 24:21 27:14, 15 31:18 37:1 40:12 43:1 58:7 59:1 68:6 69:7 140:15	<b>respects</b> 46:9	<b>restricting</b> 58:9 135:20 138:14
<b>report</b> 26:15 27:3 32:14,15 33:6 74:15	<b>requirements</b> 146:7	<b>residing</b> 74:6 126:9	<b>responded</b> 41:7	<b>restriction</b> 134:23 136:5
<b>reporter</b> 4:12 79:4	<b>research</b> 32:4 75:14 145:22	<b>resolve</b> 127:11	<b>responding</b> 60:9	<b>restrictions</b> 51:14
<b>reports</b> 84:12 88:23	<b>reservation</b> 12:15,18,24 14:12,25		<b>responds</b> 76:7	<b>result</b> 24:9 39:20 41:6 42:1 62:13
<b>represent</b> 37:5 67:14 69:24 93:16	<b>reservations</b> 11:12 14:12 68:7 89:21 107:7 108:15		<b>responsibility</b> 12:9 22:23 23:10 46:5	<b>results</b> 77:10 80:5
<b>representatio n</b> 25:13			<b>responsible</b> 45:24 50:2 61:24	<b>retain</b> 110:22 111:4
			<b>rest</b> 49:2 50:5	

<b>retained</b> 20:1	32:8 33:1 43:8 82:21	75:13	<b>rule</b> 28:2 69:5 98:4 106:25 131:14,15 132:4 139:7	123:21 129:10 130:4 134:16 142:18
<b>retention</b> 36:18	<b>reviewing</b> 86:8	<b>Rob</b> 31:16		
<b>revealed</b> 32:5	<b>revised</b> 10:21 75:6	<b>roll</b> 143:5	<b>rules</b> 145:24 146:14,15	<b>sales</b> 64:8
<b>revenue</b> 7:25 20:3,8,10,19 21:20,23 27:20 28:13 34:6 39:25 79:19 80:1,20 81:5,17 82:4 83:2,3,17,25 84:2,3 85:6, 22 86:10 87:7,11 98:15 101:21 102:4 106:12 113:3 114:9,11 116:9 119:22 120:12 124:6 139:15 145:8	<b>revisit</b> 103:6	<b>room</b> 37:16 38:7 57:3 77:4 153:10	<b>rumor</b> 146:24	<b>salute</b> 31:5
<b>revenues</b> 46:2 47:15 58:17,18 62:11 64:9,10 85:16 87:24 93:10,24 98:5 145:10	<b>reward</b> 62:4	<b>Ross</b> 42:21, 22 45:5,12	<b>run</b> 31:20 50:19 101:17 127:22 132:1 141:25	<b>same</b> 13:24 14:6 30:10 47:18 85:1 86:6 90:13 98:19 100:14 105:18 107:14 108:9 112:25 126:9 127:22 129:18 130:1 137:20 138:5 141:25 146:14
<b>review</b> 43:3 65:21 66:10, 12,15 77:9 82:20 117:2 145:21	<b>reworking</b> 66:16	<b>rough</b> 123:17 135:23	<b>running</b> 47:10 81:22	
<b>reviewed</b>	<b>rid</b> 33:23 83:22 121:18 128:13 129:11	<b>round</b> 16:9 17:21 20:3 28:7 55:13, 18,25 58:21 59:5 83:25 84:1,2,3,6,8 113:1 116:10 117:2 118:8 119:23 120:13 121:6 123:13 137:21 152:12,18	<b>runs</b> 56:7	
	<b>ridiculous</b> 33:24 51:17 58:7	<b>rounds</b> 49:6 50:6 62:24 63:9 84:19 104:21 114:17 118:9	<b>S</b>	
	<b>Rightfully</b> 66:11	<b>rude</b> 61:21	<b>sacrifice</b> 31:6	<b>sand</b> 68:11
	<b>rights</b> 14:10	<b>ruin</b> 71:2	<b>sadly</b> 36:8	<b>Sara</b> 17:20 29:5 36:23
	<b>rising</b> 17:4		<b>said</b> 5:18 11:16 18:18 25:4,14,15,16 35:15 39:3, 11,16,18,19 41:18 46:19 48:5,8 55:2 58:22 65:20 72:13 103:21 107:25 121:14	<b>Saturday</b> 58:10 127:8, 12
	<b>risk</b> 20:12,25 103:16 139:22			<b>Saturdays</b> 69:2
	<b>road</b> 57:8			<b>save</b> 125:4
				<b>savings</b>

82:16	53:14 65:20	<b>screened</b>	29:15 57:25	22:16 30:2
	76:6 77:16	53:22	111:12,13	44:12 60:5,8
<b>saw</b> 143:14	78:15,25		112:3 133:19,	74:9
	79:6,7 89:25	<b>screw</b> 5:16	20	
<b>say</b> 4:13 13:1	90:20 91:12,		<b>second-</b>	<b>seen</b> 5:1,3,4
19:1 48:5	18,25 95:8,9,	<b>season</b> 7:16,	<b>fiddled</b> 40:16	76:9 78:5
52:9 53:19	18,21 98:2,3	19 21:21		126:21 132:1
56:5,16,23	99:11,18	22:10 33:15,	<b>seconds</b>	<b>select</b> 14:7
57:9 58:15	102:11	20 44:1,19	12:21 21:18	
72:3,5 73:9	103:21	49:16 58:16	28:15 34:2	<b>sell</b> 6:11 38:5
75:23 78:6	104:10	60:20 63:10	37:10 40:6	
95:16 96:15	105:17,18	65:11,17	42:10 45:4	<b>semi-private</b>
104:10 113:5	106:6,14	68:15 77:9,13	47:13 49:24	33:21
116:1 132:16	108:13	101:12,13,18	52:7 54:8	
153:5	111:21,24	102:2,10,14,	56:13 59:9	<b>semipublic</b>
	112:11	25 103:1,6,7,	62:1 66:22	6:16
<b>saying</b> 12:11,	119:19	12,17 110:11,	69:8 71:7	
12 91:17	126:15 129:1	18,19 111:2,	73:18	
95:15 98:20	130:18	5,9 116:23		<b>send</b> 105:24
99:11 100:8	131:14 134:3,	117:15	<b>secretary</b>	106:2,8
102:9 125:16,	9 135:9	118:25 124:2	5:22 54:2	
21 138:4	136:25 139:3	127:6,7,12		<b>senior</b> 23:20
	140:7 141:18	130:5,15	<b>sections</b>	
<b>says</b> 10:19	145:17	131:3 134:22,	144:4	<b>sense</b> 7:2
39:5 100:17	148:21	23 135:1,21,	<b>secure</b> 10:23	40:15 65:22
146:8	<b>Schmitz'</b>	24 136:23		84:24 102:8
	68:25 122:16	142:25	<b>seek</b> 70:5	132:15 144:2
<b>scale's</b> 42:8	140:4	<b>seasonal</b>		152:12
	<b>Schmitz's</b>	64:17 65:6,10	<b>seem</b> 9:9	<b>senses</b> 5:13
<b>scary</b> 36:22	66:15	<b>seasoned</b> 8:3	16:24 30:4	
	<b>Schmitz's</b>		36:14 44:16	<b>sensible</b>
<b>scenario</b>	<b>schools</b> 26:2,	<b>seasons</b> 7:21	52:25 57:25	138:13,18
104:22	3	88:20 118:25	62:8 97:7	
<b>scheduled</b>	<b>scratch</b> 53:9	124:4	136:8	<b>sensitive</b>
69:13		<b>second</b> 20:1	<b>seems</b> 16:7	125:6
<b>Schmitz</b>	<b>screaming</b>	24:4 28:11		
	34:20 52:24			



<b>sent</b> 10:15,19 19:12	123:1	<b>sheriff</b> 35:5	102:15	<b>shows</b> 4:21
<b>separate</b> 109:13,19	<b>settled</b> 38:11	<b>shifted</b> 139:9	105:20	37:2 79:21
<b>September</b> 29:25 56:18 101:13,24 124:2 130:7 133:10,12	<b>seven</b> 21:5 57:5	<b>shop</b> 18:4 20:11 51:23 61:11 80:8,9	107:12,13 116:2 121:17 122:20 125:4 130:16,24 142:20 144:19,21,25 146:11,12 148:25	80:20 81:16 82:13
<b>serves</b> 23:14	<b>Sewer</b> 35:25	<b>shore</b> 38:3	<b>shoulder</b> 7:21 101:12 102:10 103:1, 6,12 110:18 118:24 124:4 127:5 130:15 131:2 134:21	<b>shred</b> 72:2
<b>service</b> 17:11 25:14 31:1 36:5 82:11, 13,16 86:7 108:15	<b>shape</b> 65:15 103:3	<b>short</b> 55:17 104:20	<b>shortages</b> 82:19	<b>shrink</b> 116:21
<b>services</b> 25:7 78:13 93:11, 13	<b>share</b> 30:10 50:9 126:7, 15,25 129:8 130:10 146:19	<b>shotgun</b> 108:18,21	<b>shotguns</b> 108:23 149:9	<b>shutting</b> 24:8
<b>set</b> 15:20 19:13 37:6 41:19 74:23 92:23,25 110:9,11 124:25	<b>shareable</b> 129:4,13,17	<b>should</b> 7:19 8:4 9:15,16 13:3 14:5,9, 16 15:7 16:3, 5,7 24:7 26:1 27:24 28:5,6, 9,17 37:6 40:16 45:23 51:14 52:21 61:20 64:1,11 66:11,24 70:23 78:18 92:21 94:1,5, 6,7,10 98:9, 20 99:13 100:2,21,24	<b>shouldn't</b> 27:15 112:17 123:1 152:6	<b>sick</b> 53:20 73:14
<b>set-up</b> 108:22	<b>shared</b> 70:13 130:25 131:23,24		<b>show</b> 23:9 44:25 68:14 83:24 120:11 135:17 141:6 148:13	<b>side</b> 18:17 55:15 81:13 111:16
<b>sets</b> 64:18 98:4	<b>sharing</b> 60:3 130:13		<b>show/</b> <b>cancellation</b> 107:4	<b>sides</b> 137:10 138:3 142:8
<b>setting</b> 27:7 63:18 92:7	<b>sheet</b> 147:20		<b>showed</b> 19:17 67:24 68:4 91:9	<b>sight</b> 113:1
	<b>Sheila</b> 77:23		<b>showing</b> 5:5 50:20	<b>significant</b> 20:12 60:20 61:10,14 62:10 70:12 80:14 82:5,7 87:21 88:19 131:10 137:2 141:21 143:4
				<b>similar</b> 92:24
				<b>Simone</b> 74:5
				<b>simple</b> 132:3

<b>simply</b> 61:19 70:25 97:4	106:16 129:12 130:19 141:14	<b>slight</b> 72:15 125:3	<b>snow</b> 9:20 11:23 43:24 56:20	23:6 105:22 109:8 130:20 148:22 153:5
<b>since</b> 32:19 33:7 39:2 40:21 54:24, 25 64:7 72:6, 14 84:14 140:14 148:23 149:17 150:14	<b>situations</b> 131:23 132:1	<b>slightly</b> 70:9 82:3 143:21 148:7	<b>snowshoeing</b> 43:23	<b>something</b> 12:10 39:3 45:18 52:18 57:13 76:11 82:24 92:14 98:10 105:10, 23 106:22 107:19 112:16 115:14 120:6 126:23 128:15 129:3, 4 131:2 137:4,5 144:19,25 146:10,12 153:4
<b>sincerely</b> 67:6	<b>skate</b> 24:18	<b>slowly</b> 4:8,13	<b>solecistic</b> 71:25	
<b>single</b> 44:19 45:7,10 57:10,20 109:12,24 143:25 148:11	<b>skew</b> 80:15	<b>slows</b> 56:8	<b>solely</b> 108:6 149:10	
<b>sir</b> 101:25	<b>skiers</b> 9:20 70:20	<b>small</b> 42:8 73:6 74:11 75:16 103:13 126:22	<b>solid</b> 35:25 36:1 81:5,6	<b>sometime</b> 9:14 11:22
<b>sit</b> 53:18 119:25 120:18	<b>ski</b> 5:14 6:11 11:23 24:16 38:17 46:1,2 47:17 55:4 98:19,23	<b>small-minded</b> 73:6	<b>solution</b> 21:1 22:19,25 23:11	<b>sometime-residents</b> 9:16
<b>site</b> 25:9	<b>skiing</b> 38:17 43:23	<b>smallest</b> 37:12 88:1	<b>solutions</b> 141:8	<b>sometimes</b> 8:24 137:13
<b>sitting</b> 28:17 38:17	<b>skins</b> 7:6	<b>smell</b> 5:12	<b>somebody</b> 36:23 39:1 56:6 104:22 130:22 132:16 137:19 148:7	<b>somewhat</b> 11:14
<b>situation</b> 21:11 26:19 65:14 72:18, 25 89:7	<b>skidding</b> 43:22	<b>Smith</b> 74:5	<b>someone</b> 11:16 17:7	<b>somewhere</b> 17:16 31:3 114:17 126:14
	<b>slide</b> 143:14	<b>smoke</b> 61:2		
	<b>slides</b> 79:8	<b>smoky</b> 56:18		
		<b>snobs</b> 39:17		

<b>soon</b> 142:21	14:7,9 15:3 16:16 17:1 24:3 69:25 70:24	<b>spite</b> 43:16 45:7	<b>staff-prepared</b> 45:8	122:22 130:10 139:2, 21 142:22
<b>sooner</b> 88:24 150:6		<b>spoke</b> 49:14 73:2	<b>staffing</b> 7:25 23:23 82:18 86:7	<b>started</b> 39:12 79:1,12 144:6
<b>sorry</b> 84:1 94:9	<b>specific</b> 43:10 81:6	<b>sports</b> 57:21	<b>Staffs</b> 78:20	<b>starting</b> 111:3 116:14 135:21
<b>sort</b> 25:24 61:3 103:13 130:19 146:2 148:24	<b>specifically</b> 79:17 80:21	<b>spot</b> 148:8	<b>Stan</b> 13:8	<b>starts</b> 81:14
<b>sorts</b> 132:2	<b>spend</b> 18:3 51:18 53:8 55:18 145:20 147:1	<b>stability</b> 36:4	<b>stand</b> 67:7	<b>state</b> 4:8 22:13 34:22 54:3 112:7 134:13 135:5
<b>sound</b> 92:6	<b>spenders</b> 20:11	<b>staff</b> 41:20 63:17 66:16, 19 77:14 81:23 82:9,18 83:4,22,23 85:25 86:10, 14,15 87:1, 13,18 88:5,14 89:14 91:25 102:23 105:20 108:13,16 113:10 115:19 116:19 118:18 120:5, 8,21 128:1 131:6,24 145:22 147:19	<b>standard</b> 98:11	<b>stated</b> 51:18 62:23 66:3 71:22 73:8 94:23
<b>sounds</b> 56:15 94:12 96:18 153:5	<b>spending</b> 51:21,24 52:1		<b>standards</b> 110:13	<b>statement</b> 25:4 59:21 62:19 63:3 81:20 105:23
<b>Southwood</b> 8:12 54:22	<b>spends</b> 61:6		<b>standby</b> 105:23 116:1 123:20 124:3 128:6 152:6	<b>statements</b> 27:3 48:2 60:10 80:21 81:2,3,10 89:19
<b>space</b> 28:16 44:3	<b>spent</b> 19:5 38:2 122:16 143:4		<b>standbys</b> 9:10	<b>statistics</b> 108:14
<b>spaces</b> 9:22	<b>spikes</b> 87:20		<b>standing</b> 55:24	<b>Statutes</b>
<b>speak</b> 19:11 70:10 78:21	<b>spinning</b> 15:25	<b>staff's</b> 20:16 78:22 83:14 85:21 102:11, 17 120:20	<b>standpoint</b> 97:22	
<b>speaking</b> 115:19	<b>spinoff</b> 144:11		<b>start</b> 17:17 33:19 77:22 78:3 90:17 98:24 120:18	
<b>special</b> 13:25	<b>spirit</b> 69:9			

10:21	25 137:19	<b>stunningness</b> 27:12	<b>success</b> 71:3	<b>suggestions</b> 47:14
<b>stay</b> 56:9 92:21 95:16 128:18 131:17	<b>story</b> 65:24	<b>subcommitte</b> e 139:25	<b>successes</b> 92:17	<b>suite</b> 71:4,23
<b>staying</b> 99:8	<b>straightforwar</b> d 74:22 132:4	<b>subject</b> 13:13 15:15 41:15 77:8	<b>successful</b> 6:9 51:2	<b>summarizing</b> 79:9
<b>step</b> 44:12 54:16 74:19 89:2,3 152:21	<b>strategies</b> 41:20,21	<b>submitted</b> 41:6	<b>successfully</b> 25:5	<b>summer</b> 7:17 34:11 39:3 53:24
<b>stepping</b> 106:17	<b>strategy</b> 27:6 28:22 42:4	<b>subset</b> 80:7	<b>such</b> 26:18 41:22 124:25	<b>Sundance</b> 18:18
<b>steps</b> 88:17 89:11	<b>Street</b> 15:13	<b>subsidies</b> 47:9	<b>suddenly</b> 122:22 139:8, 19 146:17	<b>Sunday</b> 58:11 76:12 119:2 127:8,12 133:13 134:16,24 135:21
<b>Steve</b> 30:19	<b>stripping</b> 93:20	<b>subsidize</b> 11:14 13:15 50:5	<b>sufficient</b> 93:12 125:5	
<b>Steven</b> 42:22	<b>striving</b> 36:3	<b>subsidized</b> 9:19	<b>suggest</b> 25:19 64:15 74:19,25 75:12 139:1	<b>Sundays</b> 69:2 111:3
<b>still</b> 56:18,20 68:18 82:24 83:8 87:1,13, 24 88:2 98:24 119:15 140:24 141:25 144:24	<b>Strother</b> 18:17	<b>subsidizing</b> 13:19 15:7 94:16	<b>suggested</b> 7:18	<b>superior</b> 27:22
<b>stir</b> 35:6	<b>structure</b> 21:6 61:15 75:15 77:12	<b>subsidy</b> 13:17	<b>suggesting</b> 91:16,18	<b>supplemental</b> 65:5 77:24
<b>stop</b> 5:20 93:21	<b>structuring</b> 150:23	<b>substantial</b> 123:13 145:8	<b>suggestion</b> 105:19 108:12 114:20,25 125:13 139:1	<b>support</b> 6:9 7:21 11:23 12:1 13:4 15:6 37:12 58:25 61:16 119:15 140:3, 7
<b>stopped</b> 14:3,	<b>study</b> 15:17	<b>substitute</b> 70:6		
	<b>stuff</b> 40:5 136:11 147:9			

<b>supported</b> 60:13	<b>swing</b> 36:16	74:13,19 75:12 76:24 90:1 94:4 112:24 115:6 118:6 126:3 128:2 138:13 139:1 143:2, 5,16	12 91:10 99:18 108:25 109:21 118:1 124:6 131:19 144:1 148:2	23:25 34:4 38:22 47:19 53:3,4,7,24 54:9,14 61:15,21 62:22,25 63:6,10,13,14 67:23,25 68:5,13,14,19 69:1,3,11 75:20 80:2 83:2,3 89:21 101:20 105:5 106:7,9 110:24,25 111:3 122:2 135:17,21 136:20,23 137:14,15,16, 24 138:7 139:8 140:22 141:22 145:11,13 147:20 148:3, 23 149:2,8 150:21,24,25 152:4
<b>supporters</b> 62:2 73:1	<b>synonymous</b> 25:25		<b>Tanner</b> 15:11, 12 17:12	
<b>supporting</b> 71:5	<b>system</b> 9:9 106:18,25 107:14 115:15,23 123:22 151:25	<b>takeaway</b> 89:2	<b>targets</b> 123:1	
<b>supportive</b> 102:17		<b>taken</b> 23:6 36:18 72:1 136:2	<b>tasked</b> 29:5,6	
<b>supports</b> 11:22	<b>systemically</b> 61:25		<b>taxes</b> 25:25 26:1,3 48:9	
<b>suppose</b> 4:25	<b>T</b>	<b>takes</b> 137:20	<b>team</b> 18:19 32:23,25 36:9 49:12,13 63:20 73:21	
<b>supposed</b> 37:5 59:6	<b>table</b> 24:5 38:18 75:13 96:17 116:12 140:11 142:11 144:19	<b>taking</b> 13:12 15:14 20:12 36:17 53:2 62:6,13 74:9 92:9 134:25	<b>Teamster's</b> 74:7	
<b>surprises</b> 144:17		<b>talk</b> 18:14 35:18 55:4,8 82:25 88:13 98:20 104:13, 14,15 107:7 132:18,22 134:18 151:6	<b>teamwork</b> 36:7	<b>teeing</b> 9:4
<b>surprisingly</b> 6:3	<b>tackle</b> 90:10		<b>tear</b> 67:4	<b>telling</b> 17:17, 24
<b>suspicion</b> 127:21	<b>Tahoe</b> 27:13 28:8 31:22,24 38:3,6,8,11	<b>talked</b> 22:14 55:19 83:10 88:10,11 92:23 137:9	<b>technical</b> 10:7	<b>template</b> 65:8
<b>sustain</b> 70:1	<b>take</b> 15:16 20:25 27:24 28:9 32:18 37:18 46:25 51:14 54:16 61:11,18,25 68:9 73:2,23	<b>talking</b> 5:6 79:5,12 84:9,	<b>tee</b> 6:4,20,23, 25 8:18 9:1,5, 17,25 11:6 14:11,24 18:3 19:18 20:17	<b>ten</b> 31:2 34:5 39:25 55:20 56:1,24 109:21 117:17,23
<b>sustainable</b> 79:15				
<b>swimmers</b> 70:21				

118:9 132:7,9 152:18	145:11,13 150:6 153:1	98:7 116:3 148:25	15:18 26:18 64:5 67:24	116:7 124:8 131:9 137:22
<b>ten-percent</b> 132:9	<b>thanked</b> 76:12	<b>things</b> 5:19 10:20 12:7 21:20 24:20 27:5 29:8,9 30:14 35:5 39:12 41:17 50:3 57:22 71:22 72:22 75:5 76:13 89:9 101:18 113:13 130:6 144:24 145:18 147:17	<b>thoroughly</b> 88:18	<b>three-and-</b> 137:22
<b>tennis</b> 16:17 22:9 24:17 49:9 149:22	<b>thankful</b> 78:11		<b>thought</b> 34:19 38:24 43:9 102:14 104:2 112:18 117:25 125:25 126:22 134:4, 15	<b>three-minute</b> 70:14
<b>tentative</b> 64:9	<b>their</b> 6:14 7:3, 7 13:12 14:15 15:3 23:14 27:4 36:18 38:15 39:22 41:24 42:13, 14,25 43:22, 25 44:2 46:17,18,20 47:19 51:2,7 53:8 61:4,18 62:4,5,9 70:18,19 71:5 82:10 86:15 96:15 102:12 125:11 130:21 141:23 145:9 148:13			<b>threesome</b> 9:4
<b>term</b> 97:8				<b>threshold</b> 125:13
<b>terms</b> 51:10 94:23 125:1, 12 130:10 138:6,9 141:17,24 145:2		<b>thinking</b> 34:25 35:1 38:13 112:22 128:11 150:19	<b>thoughts</b> 94:19 113:23 121:11 122:12 144:14	<b>thrive</b> 22:21
<b>test</b> 103:14		<b>third</b> 11:19 21:8 29:17 39:8	<b>thousands</b> 7:24 51:19,25 52:1	<b>through</b> 11:1 41:2 47:9 51:7 64:25 77:17 78:11, 19 81:14 84:22 90:6, 11,12,13,20 96:13 99:21 100:8 111:2 118:25 119:2 124:1 126:12 127:6 133:3, 10,12,13 134:16,24 135:16
<b>than</b> 23:25 24:23 25:10 29:24 30:11, 15 33:17 44:22 48:17 49:4,15 60:11 62:6 64:17 68:2,9,16 70:16 72:22 87:10 88:24 92:8 98:23 100:1 101:21 105:3 108:2 124:15 128:6 136:1,22 144:22	<b>themselves</b> 6:17 32:19 72:17	<b>Thirty</b> 12:21 21:18 28:15 37:10 40:6 42:10 45:4 47:13 49:24 52:7 54:8 56:13 59:9 62:1 66:22 69:8 71:7 73:18	<b>threatened</b> 60:5	
	<b>thing</b> 29:12, 15,17 36:22 40:10 42:18 46:6 52:2 56:11,12 78:5 81:25 86:18 87:4 89:3	<b>thorough</b>	<b>threatening</b> 6:20	
			<b>three</b> 10:10 27:16 29:8 30:13 38:1 61:1 70:10 72:14 73:22 105:3,9,15 110:25 111:22,25	<b>throughout</b> 79:9
				<b>throw</b> 56:6 118:3 145:4

<b>throwing</b> 144:16	105:11 106:7, 9,20 107:2 110:25 113:3, 18 115:23 118:19 120:8 127:12 133:11,13 135:17 137:6, 25 140:22 143:4 145:20 146:17 147:2 151:24 152:4	138:7 139:8 140:18 141:12,22 145:12,13 148:2,3,23 149:2,8	69:14 143:8	<b>topics</b> 59:8
<b>throws</b> 46:2			<b>tonight's</b> 4:11 14:19 33:3,6 43:4	<b>total</b> 25:10 62:14 80:10 83:25 85:12, 13 117:2
<b>Thursday</b> 39:15 68:12 119:1 127:6 133:12		<b>tip</b> 135:14	<b>Tonking</b> 66:9 90:3,4 91:15, 24 95:25 96:10,20 99:2,15 101:16 102:3 103:21,25 105:6,7 108:4 110:4 111:18, 25 112:9,15 113:8 117:13 120:24 124:11 128:5, 8,23 129:10, 19 130:9 131:1,8 132:10 133:20 135:7 137:3 140:13 143:11 151:5, 14	<b>totally</b> 123:23
<b>tie</b> 99:12		<b>tired</b> 73:14		<b>touch</b> 144:6
<b>tied</b> 81:9 88:8	<b>timely</b> 88:22	<b>Tirol</b> 29:3 34:24 151:22		<b>touching</b> 91:2
<b>TIGC</b> 39:16 67:14 68:20	<b>timer</b> 10:7	<b>today</b> 10:16 31:12 115:20 147:2 152:22, 25 153:8		<b>tough</b> 15:14, 16 123:23
<b>Tiller</b> 6:1	<b>times</b> 6:4,20, 23,25 8:18, 23,24 9:1,17, 25 11:6 14:11,24 18:3 20:17 39:21, 25 47:20 53:3,4,24 54:9,14 56:14 61:15,21 62:22,25 63:6,10,13,14 67:23,25 68:5,14,19 69:1,3,11 75:20 78:5 80:2 83:3 89:21 101:20 105:5 111:3 120:15 122:2, 7 132:7,9 135:21 136:20,23 137:14,16	<b>today's</b> 42:2 45:6		<b>tournament</b> 27:4 148:4
<b>Tim</b> 71:18		<b>together</b> 5:18 13:3 22:24 37:15 40:9 45:17 71:15 79:8 83:24 85:21 88:8 90:24 120:10 126:10 141:5		<b>tournaments</b> 60:1 108:18, 22
<b>time</b> 5:18 6:14 9:5 10:8 15:13 23:6,25 32:23 33:3 34:4 37:15,21 42:16 47:18 52:4 53:7 54:24,25 55:1,11,19 65:21 66:7 68:13 70:14 73:11 75:25 76:16 78:6,16 83:3 90:13 92:4 97:19,25 98:20 101:20 103:13		<b>told</b> 61:17 65:25		<b>toward</b> 23:10 130:5
		<b>ton</b> 47:18		<b>took</b> 86:6
		<b>tonight</b> 27:10 32:9 66:14		<b>town</b> 16:5 17:16 18:10 35:7 37:13 73:14
			<b>top</b> 27:16 88:16 113:6 125:14,17	<b>track</b> 96:11
			<b>topic</b> 6:3 42:15	<b>traded</b> 35:4
				<b>traditionally</b>

137:11	<b>true</b> 8:7 14:25 74:16	109:11,23 110:4 111:13, 18,20,21,24, 25 112:3,8,9, 10,11,15 113:8,9,19 114:1,10,14, 19,24 115:8,9 117:12 119:19 120:24 121:12 122:14,15 123:11 124:11,19 125:19,22,24 126:15,20 127:2,18 128:5,8,20,23 129:1,10,19 130:2,8,18 131:1,8,14,25 132:10,16,19, 25 133:1,20, 22,24 134:1, 3,7,9,15,21 135:6,7,8,9, 15 136:25 137:3,8 139:3 140:2,3,4,7, 13 141:16,18 143:11,20 144:15 145:17 147:16 148:5, 21 149:11 150:12 151:5, 14	13:11 19:2,13 22:18 24:7 26:14 32:7,17 33:2,8 42:25 45:14 59:22 61:20 65:2,9 67:7,20 68:12 69:15,23 70:11,24 76:15 82:1 86:19 90:22 111:9 141:14, 16	<b>Tulloch</b> 4:1 66:3 93:4 94:14,21 96:6,9 112:10 114:1,14 121:12 132:19 135:8 140:3  <b>Tulloch's</b> 102:20  <b>TULLOCK</b> 50:10 91:8,14 93:5 96:1 98:17 101:22 102:1 104:1, 17 107:12 109:11,23 113:9,19 114:10,19 122:14 123:11 124:19 125:22 126:20 127:18 128:20 130:2 131:25 132:16 133:22 134:1, 15 137:8 141:16 143:20 144:15 147:16 148:5 149:11 150:12
<b>transferable</b> 130:16	<b>truly</b> 23:4 80:24		<b>trustees'</b> 12:9	
<b>transferred</b> 147:19	<b>Trump</b> 48:21		<b>try</b> 5:15 37:16 40:24 106:9 109:9 114:4 119:25 121:19 122:7 126:3 135:15 138:20 140:16 141:7 146:19 152:6, 11	
<b>transparently</b> 146:19	<b>trust</b> 23:1,2 37:19		<b>trying</b> 55:10 56:16 57:25 79:13 88:7 100:8 103:1, 17 114:23 119:3 126:13 127:10,11 138:24 143:16	
<b>trappings</b> 46:8	<b>trustee</b> 4:1,2, 20 7:18 29:6 37:19 45:7,10 48:7 50:10 65:20 66:3,9, 15 68:25 72:24 76:6,7, 12 77:16 78:15,25 79:6,7 89:25 90:3,4,20 91:8,12,14, 15,18,24,25 93:4,5 94:14, 21 95:3,4,8,9, 18,21,25 96:1,6,9,10, 20,21,22 98:2,3,17 99:2,11,15,18 101:1,16,22 102:1,3,11,20 103:11,20,21, 25 104:1,3, 10,17 105:6, 7,17,18 106:6,14 107:12,23 108:4,13		<b>Tuesday</b> 39:14	
<b>traps</b> 68:11				
<b>treat</b> 12:12,16 44:22				
<b>treated</b> 11:3 13:24 52:21				
<b>treating</b> 44:16 71:3				
<b>treatment</b> 49:5,22 53:20				
<b>tremendous</b> 41:9 72:6 78:10,15				
<b>triple</b> 58:13				
<b>troublesome</b> 44:24		<b>trustees</b> 4:3, 21 8:14,22 9:23 12:8		<b>Turulloch</b> 5:3



turn 58:1 84:16 89:23	type 29:5 115:4,21	underlined 126:22	unfair 143:21	unsure 115:15,16
turnaround 28:20	types 146:5	understand 11:2 14:18 15:1 18:12 23:4,8 25:21 36:25 41:8 42:2 49:1 50:18,23 51:3,15 52:18 53:10,11 58:5 65:20 66:7 81:1 88:18 114:20,23 122:15 124:20,21 130:14 140:8 141:17 142:7 146:2,3,18	unfairly 15:2 unfairness 15:5 130:20	until 5:17,18 17:7 33:10
turned 66:19, 25	typical 21:13		unfortunately 32:2 46:14 60:8 74:14	unused 61:21
turnover 37:9	typically 61:6 102:7			unwarranted 10:23
tweak 85:22	<b>U</b>		unfounded 60:9	upcoming 63:10
twice 29:24 38:25 153:8	U.S. 9:6		unicorns 22:2	update 91:6
two 7:8,9 8:17 18:1 23:25 32:10 39:21 60:25 63:23 64:1,6,13,18 88:18,20 89:1 102:7 108:20, 24 115:2 121:8,13,21 124:4 140:6 152:19	ultimate 31:6	understandin g 70:13 92:11 144:8	unique 7:3 21:11	updating 77:11
	ultimately 50:1 62:7 106:15		unit 54:22 93:16	upfront 20:7
	unanimous 18:12	understood 103:10,19 108:3 124:18 130:2 141:1 142:14 151:4	unless 121:2 149:7	upset 23:9
two-part 151:13	unavailable 139:15		unlimited 118:21 127:16,17 132:17,20 133:11	upsets 22:22
two-percent 21:2	unbased 74:22	undo 24:2		uptick 87:6
two-week 140:19	unbiased 19:6	undue 32:22 45:10 72:1	unnamed 11:8	urge 24:2 62:12 69:14
twosome 9:4	under 29:13 54:16 60:22 66:6 74:12 142:10	unequal 49:22	unreadable 42:7	use 10:22 29:14 35:18 36:19 58:11, 18 59:3 75:3 115:25 121:6 123:25 124:3

126:10 130:4, 14 131:11 132:19 139:1 145:4 152:17, 18 153:3	<b>V</b>	20:23 43:10 44:11,17 45:20 47:5,7 50:20 57:20 58:3 143:3,6	113:10	<b>volleyball</b> 16:21,23
<b>used</b> 9:20 26:2 35:3 36:17 43:20 46:12 54:3 122:9 137:22 144:22 149:10	<b>vacant</b> 105:5	<b>venues</b> 11:14 13:3,4,14 24:6 25:7 44:14,23 45:21,23 52:9 70:2,23 71:1, 4,5 75:9 108:10	<b>Village</b> 4:17, 22 6:4 10:14, 19 17:8 22:7 23:17 30:19 31:19 35:10 38:1 40:3,11 54:22 59:17, 24 60:11 70:23 71:1,4, 12,15,16	<b>vote</b> 36:17,25 75:9
<b>useful</b> 11:2 66:18	<b>vacuum</b> 61:20	<b>verify</b> 129:9 148:10	<b>violation</b> 95:13	<b>voting</b> 18:13 70:17 75:11
<b>using</b> 4:11,20 70:22 85:1 90:25 96:3 98:24 120:14 152:14 153:1	<b>valid</b> 68:18	<b>versus</b> 21:6 29:20 80:20 92:21 97:22 111:22 143:14	<b>virtual</b> 85:19 91:2	<b>wait</b> 17:7 79:4 140:18
<b>usually</b> 101:18	<b>validating</b> 149:15	<b>Veteran's</b> 51:4	<b>virtually</b> 42:7	<b>waiting</b> 125:10
<b>utilization</b> 44:13,20 88:21 106:10, 15	<b>validation</b> 147:21	<b>vetted</b> 63:20	<b>vision</b> 35:8 37:17	<b>waived</b> 140:14
<b>utilize</b> 44:23	<b>valuable</b> 6:6 25:10 78:10 147:1	<b>viable</b> 21:15	<b>visit</b> 28:23	<b>wake</b> 5:12
<b>utilizing</b> 149:2	<b>value</b> 8:7 9:12 25:9 26:22 31:25	<b>view</b> 22:6 25:24 26:5 37:25 64:23 65:2	<b>visitor</b> 28:4	<b>walk</b> 44:2,5
	<b>values</b> 35:8 37:17 71:9,10	<b>viewed</b> 70:23	<b>visitors</b> 27:13 28:7 61:23	<b>walkers</b> 9:20
	<b>variable</b> 28:6	<b>views</b> 42:14	<b>vitreal</b> 60:6	<b>walking</b> 43:21
	<b>various</b> 13:4 19:15 71:14 96:25 97:13 146:11		<b>vocal</b> 74:11	<b>Wallwrach</b> 26:10,11 28:16,25
	<b>venue</b> 11:21, 22 13:20,22 14:5,8 16:13		<b>voice</b> 74:8	<b>Wang</b> 40:18, 19,20 42:11, 20

<p><b>want</b> 6:5 7:14 12:15 13:11 15:3,14 19:1, 16 21:8 23:1, 2 33:18 41:5 42:17,24 45:16,22 48:3 49:6,7,13 52:5,6 54:5 56:11 58:6, 20,22,23 73:11 75:2 76:6,15 77:22 78:12 80:15 81:25 86:3 88:6 91:19,25 100:5 104:8, 12,25 107:7 109:14 116:5 117:6,13 119:25 129:5 132:24,25 134:19 137:12 138:4, 6,8 140:18 141:9 142:13, 19,22 143:9 144:5,13,23, 24 147:3 150:21,22,24</p> <p><b>wanted</b> 46:6 56:12 65:21, 25 66:6 79:17 83:16 85:20 90:22 111:17 114:16 117:10 127:16 129:8 132:11 141:4</p> <p><b>wanting</b></p>	<p>124:20</p> <p><b>wants</b> 14:4 90:18 109:8 120:3 135:14</p> <p><b>warning</b> 10:11</p> <p><b>Washington</b> 48:21</p> <p><b>waste</b> 35:25 36:1 151:24</p> <p><b>water</b> 18:2 35:23</p> <p><b>Watson</b> 31:15,16 34:3,16 37:11</p> <p><b>way</b> 7:13 12:25 37:11 38:19 40:8 41:1,12 47:8 57:1 59:2 72:13 74:6 75:5,16 90:10 99:9,17 109:17 123:25 124:24 128:4 142:25 143:13 149:15</p> <p><b>ways</b> 47:21</p>	<p>70:5 73:12 79:25 138:8 152:23</p> <p><b>weaponization</b> 54:4</p> <p><b>website</b> 4:20 5:2 46:17 78:1 151:25</p> <p><b>wedding</b> 34:11</p> <p><b>weddings</b> 34:9</p> <p><b>week</b> 24:4 29:24 32:20 42:3 102:8 149:21</p> <p><b>weekdays</b> 7:23</p> <p><b>weekend</b> 111:4 139:11, 12</p> <p><b>weekends</b> 134:6 139:16 149:21</p> <p><b>weeks</b> 23:25 63:19 102:7 148:22</p> <p><b>weigh-in</b></p>	<p>147:14</p> <p><b>weighing</b> 95:9</p> <p><b>weight</b> 109:15</p> <p><b>welcome</b> 77:3 141:11</p> <p><b>went</b> 26:14 27:18 43:12 83:23 99:21 140:21</p> <p><b>west</b> 38:2</p> <p><b>whack</b> 97:7</p> <p><b>whatever</b> 55:9 57:22 73:10 74:18 99:23 101:4</p> <p><b>wheels</b> 16:1</p> <p><b>whether</b> 14:13 45:23 47:1 57:20,21 70:19 76:10 115:23 116:23 127:15 143:23</p> <p><b>while</b> 35:18</p>	<p>36:3 45:1 53:3 57:12 69:3 72:2 75:14 87:4 93:20 152:10 153:4</p> <p><b>whine</b> 18:8</p> <p><b>whoever</b> 131:10</p> <p><b>whole</b> 24:22 53:10 138:25 141:23 151:7</p> <p><b>wife</b> 31:18 126:6</p> <p><b>wife's</b> 38:3</p> <p><b>wildfires</b> 61:2</p> <p><b>will</b> 4:7,14,15 7:1 11:23 13:1 15:4,22 18:7 20:13,20 24:9 33:3,8, 14 35:11 61:18 62:3 70:1 74:21 77:1 78:6,20 90:1 92:12 97:25 102:21 109:4 110:11 111:4,6 118:3 123:23 139:8 141:24 148:8 150:18 151:1,</p>
---	--	--	--	---

17 153:13	88:15 91:20	<b>work</b> 13:12,	26:23	24 43:20 50:4
<b>William</b> 54:21	106:7,25	19 21:24		58:21 59:5
	110:24,25	22:24 23:2,10	<b>worse</b> 12:22	64:16 73:16
	146:3	26:14 29:7		75:14 85:23
<b>willing</b> 55:8		35:13 40:9	<b>worst</b> 53:25	87:6,23,25
120:20	<b>without</b> 5:6	42:13,25 43:1		105:13
140:16 141:6	14:1,12 64:4	54:13 66:12	<b>worth</b> 87:4	107:24,25
	97:24 150:6	72:23 73:21,	103:15	108:9 117:17
<b>willingness</b>		24 75:18	136:16,17	118:24 119:4,
139:18	<b>wold</b> 34:18	78:10,18 79:9		9 122:10
		100:8 107:2	<b>wrap</b> 147:8	142:4,12
<b>win/win</b> 21:7	<b>Wolf</b> 4:15,16	115:12,14		143:3
	5:23 17:13,14	124:21		<b>year's</b> 21:6
	18:22 35:15	137:16 141:7	<b>Wright</b> 52:15,	32:21
<b>window</b>	48:5,6 53:12	146:11	16 54:9,19	
104:20		<b>workable</b>		<b>year-around</b>
140:19	<b>women</b> 7:5	22:25	<b>writing</b> 94:5	21:16
	23:20		146:8	
<b>Winquest</b>		<b>worked</b> 12:8		<b>years</b> 7:9,10
77:19,20,21	<b>women's</b>	23:7 36:12	<b>written</b> 48:2	17:19 24:24
94:12 102:19	17:23	67:4 78:11	62:19 90:21	25:5,16 31:19
103:24		89:14,18		32:24 35:2
115:19	<b>wonder</b> 108:5	125:7	<b>wrong</b> 17:18	38:1 41:11
125:15,20		<b>working</b>	49:25 54:1	45:21 59:18,
129:5,15,21	<b>wondered</b>	85:22 89:13	55:9 99:2	20 60:13 61:1
131:6 149:19	105:8	119:19	117:9	64:13,25
150:2,17	<b>wonderful</b>	<b>works</b> 116:23		66:13 67:15
151:4	13:2 23:23	152:6	Y	70:2 72:3,14
<b>winter</b> 31:24	47:5	<b>workshops</b>		73:8,16 75:7
32:24 39:10		42:12	<b>yammering</b>	78:3 80:14
136:13	<b>wondering</b>		51:12,16	82:7,8 88:2,
<b>wise</b> 147:3	43:9 90:8	<b>world</b> 49:5		18 89:1 114:4
	97:16	62:3	<b>year</b> 4:23 5:5	116:7,13
<b>withdraw</b>	<b>word</b> 18:12	<b>world-class</b>	6:12 20:8	119:21 121:8,
63:3	145:19		27:14 28:8,	13,21 144:7
<b>within</b> 85:7			18,19 33:18	149:24 150:2
			39:1,2,8,21,	<b>yellow</b> 136:1

**yesterday**

19:13

**yet** 12:22

17:18 18:10

30:3 58:16

59:7 87:18

**you-can-use**

6:11

**yours** 79:6

**yourselves**

48:19 49:1

---

**Z**

---

**Zoom** 57:4

76:4 90:2

153:10

**Zuck** 37:23,

24 40:7,17

**WRITTEN STATEMENT TO BE ATTACHED TO AND MADE A PART OF THE WRITTEN  
MINUTES OF THE IVGID BOARD'S REGULAR MAY 8, 2023 MEETING – AGENDA  
ITEM C – PUBLIC COMMENT – NOW THAT YOUR STAFF HAVE ADMITTED THE  
RFF/BFF ARE “TAXES” RATHER THAN THE “FEES” YOU REPRESENT, IT’S  
TIME YOU AGENDIZE A BOARD ACTION ITEM TO FILE A NRS 43.100  
CONFIRMATION PETITION**

**Introduction:** Well “here’s another one” according to my friend DJ Khaled<sup>1</sup>! I keep telling the IVGID Board and the public that the District is not being properly managed<sup>2</sup> and as a consequence, the facilities and services it furnishes can and should be more efficiently and fairly provided by another district<sup>3</sup>, or Washoe County, or more preferably, IVGID should simply be dissolved<sup>3</sup> altogether! However in the interim, and in order to provide evidence in support of dissolution, let’s examine another example of the waste, mismanagement, and the ends justifying means mentality which permeates the District and in the end costs local parcel/dwelling unit owners dearly. Admitting the RFF/BFF are invalid taxes against real property yet refusing to reverse those exactions for that reason. And that’s the purpose of this written statement.

**What’s a Legitimate Fee?** According to *Emerson College v. City of Boston*, 391 Mass. 415, 424-25 (1984), “fees imposed by a governmental entity tend to fall into one of two principal categories: user fees, based on the rights of the entity as proprietor of the instrumentalities used...or regulatory fees (including licensing and inspection fees), founded on the (municipal) police power to regulate particular businesses or activities...Such fees share common traits that distinguish them from taxes:

---

<sup>1</sup> Go to <https://www.djkhaledofficial.com/>.

<sup>2</sup> NRS 318.515(1)(a) and 318.515(3)(a)-(d) instruct that “upon notification by the Department of Taxation or upon receipt of a petition signed by 20 percent of the qualified electors of the district, that...a district of which the board of county commissioners is not the board of trustees is not being properly managed...the board of county commissioners of the county in which the district is located shall hold a hearing to consider...(a) adopt(ion of) an ordinance constituting the board of county commissioners, *ex officio*, as the board of trustees of the district; (b) adopt(ion of) an ordinance providing for the merger, consolidation or dissolution of the district...(c) fil(ing) a petition in...district court for the...appointment of a receiver for the district; or, (d) determin(ing) by resolution that management and organization of the district...remain unchanged.”

<sup>3</sup> NRS 318.490(1)-(2) instruct that “whenever a majority of the members of the board of county commissioners...deem it to be in the best interests of the county and of the district that the district be merged, consolidated or dissolved, or if the board of trustees of a district, by resolution...agrees to such a merger, consolidation or dissolution, the board of county commissioners shall so determine by ordinance, (that)...(b) the services of the district are no longer needed or can be more effectively performed by an existing unit of government (or)...that the district should be dissolved, merged or consolidated.”

they are charged in exchange for a particular governmental service which benefits the party paying the fee in a manner not shared by other members of society...they are paid by choice, in that the party paying the fee has the option of not utilizing the governmental service and thereby avoiding the charge...and the charges are collected not to raise revenues but to compensate the governmental entity providing the services for its expenses.”

**What Happens Where a Government Charges More Than The Cost it Incurs to Furnish The Service For Which The Charge is Assessed:** According to *Executive Aircraft Consulting, Inc. v. City of Newton*, 252 Kan. 421, 426, 845 P.2d 57 (1993), “if the ‘fee’ unreasonably exceeds the value of the specific services for which it is charged it will be held invalid.” According to *Margola Assocs. v. City of Seattle*, 121 Wn.2d 625, 640-41, 854 P.2d 23 (1993) it will be held to be “a tax rather than a fee.”

**Here Staff And Trustee Schmitz Admit That For Some Time The RFF Has Unnecessarily Exceeded The Costs The District Incurs to Provide Access to And Use of The Facilities Arguably Furnished in Consideration:** Listen to page 8 of the packet of materials prepared by staff in anticipation of this May 8, 2023 meeting (“the 5/8/2023 Board packet”):

“A combination of excess fund balance<sup>4</sup> and the Recreation Facility Fee (“RFF”<sup>5</sup>) have been utilized to cover capital and debt expenditures at the golf courses and other Community Services venues. *Excess Community Services Fund balance has been accumulating for years due to the over collection of the Recreation Facility Fees* and delayed delivery of capital improvement projects.”

**When a “Fee” Has Been Determined to Be a “Tax” Because it Exceeds The Cost Government Incurs to Furnish The Service Represented Thereby, The Entire Amount And Not Just The Excessive Amount, is Invalid And Must Be Returned:** See *City of Madera v. Black*, 181 Cal. 306, 315, 184 P. 397 (1919).

**A Tax Like This One is Invalid Inasmuch as it is Improperly Levied Against Real Property:** See NRS 361.445.

**NRS 43.100:** I have asked and now ask again that the District file a petition under NRS 43.100(1) to confirm the RFF is not the “fee” it purports to be and alternatively, it is an invalid special tax against real property.

---

<sup>4</sup> Excess fund balance occurs because of “*the over collection of the Recreation Facility Fees.*”

<sup>5</sup> The RFF allegedly represents “standby and service charges (for)...the availability of the use of IVGID's” enumerated recreation and beach *facilities.*”

**My E-Mail of May 4, 2023:** With that said, on May 4, 2023 I sent the Board an e-mail<sup>6</sup> alerting members to the fact that the RFF represents an invalid tax and asking it be forthwithly rescinded. Given the only way the Board can take such action is if the matter is “clearly and completely” agendized at a future meeting for possible Board action. So far that hasn’t occurred.

**Trustees’ Oaths of Office:** Each of you took an oath of office whereby you swore you would “support, protect and defend the Constitution and Government of the...State of Nevada...under the pains and penalties of perjury.” If you don’t reject the RFF because it represents an invalid tax against property, then IMO you have violated your oaths of office under penalty of perjury. And if you violate your oath of office, I and others I know intend to bring the matter to the attention of the Office of Attorney General (“OAG”).

**Conclusion:** Here you have evidence of wrongdoing. You can’t allow it to continue. In order to get a final judicial determination, you have a relatively inexpensive and fast track means to bring this matter to a head. Please agendize this matter for possible Board action, and initiate the petition procedure requested.

**And You Wonder Why the RFF and Beach Facility Fee (“BFF”) Which Pay For This and Other Similar Waste Local Parcel/Dwelling Unit Owners Are Forced to Involuntarily Pay is Out of Control?** I’ve now provided more answers.

Respectfully, Aaron Katz (Your Community Watchdog Because Nearly No One Else Seems to be Watching).

---

<sup>6</sup> That e-mail is attached as Exhibit “A” to this written statement. Rather than restating its contents, the reader is encouraged to examine the same him/herself.



## **EXHIBIT "A"**

## Your Staff and Trustee Schmitz Have Admitted in Writing That The RFF is an Invalid Tax. Ask Your Attorney Josh. You MUST Terminate it Immediately.

---

**From:** <s4s@ix.netcom.com>  
**To:** "Dent Matthew" <dent\_trustee@ivgid.org>  
**Cc:** "Schmitz Sara" <schmitz\_trustee@ivgid.org>, "Tonking Michaela" <tonking\_trustee@ivgid.org>, "Noble Dave" <noble4ivgid@gmail.com>, "Tulloch Ray" <tulloch\_trustee@ivgid.org>  
**Subject:** Your Staff and Trustee Schmitz Have Admitted in Writing That The RFF is an Invalid Tax. Ask Your Attorney Josh. You MUST Terminate it Immediately.  
**Date:** May 4, 2023 2:37 PM

---

Chairperson Dent and Other Honorable Members of the IVGID Board -

I am in receipt of the packet of materials prepared by staff and Trustee Schmitz in anticipation of the Board's upcoming May 8, 2023 meeting.

I call your attention to the following language which appears at the top of page 8 of the Board packet: "Excess Community Services Fund balance has been accumulating for years due to the over collection of the Recreation Facility Fees and delayed delivery of capital improvement projects."

Read my lips. THIS IS AN ADMISSION IN WRITING THAT THE RFF IS AND FOR MANY YEARS HAS BEEN AN INVALID TAX. Just what I and others have been saying for years!

To be a legitimate "fee," the RFF cannot exceed the reasonable cost the District incurs to provide the service represented by the fee. If it does, the forced exaction is not a "fee" but rather a tax.

Here the Board packet admits that for years the District has been assessing local parcel owners a RFF which EXCEEDS the costs the District has incurred to make public recreational facilities allegedly available for our use. We know EXCESS amounts have been collected because the staff memo admits that for years, there has been an "over collection of the RFF." And as a result the Community Service Fund balance has grown to the excess amount it currently exhibits. How else could it have grown were it not for the fact the District has been intentionally OVER COLLECTING?

Although legitimate fees "are collected" to "compensate the governmental entity providing service(s) for its expenses" [see Emerson College v. City of Boston, 39 Mass. 415, 424, 462 N.E.2d 1098, 1105 (1984)], and the District tells us they are collected to pay for facilities provided, still the amounts assessed must be reasonable to the arguable benefit received [see Emerson College, supra, at 39 Mass.425-26]. In other words, "[i]f the 'fee' unreasonably exceeds the value of the specific services for which it is charged[,] it will be held (to be) invalid" as something other than a fee [like a tax {see Emerson College, supra, at 39 Mass.418-19; National Cable Television Ass'n, Inc. v. F.C.C., 554 F.2d 1094, 1106 (D.C. Cir. 1976)}]. And that's what we have here! AN INVALID TAX AGAINST PROPERTY.

City of Madera v. Black, 181 Cal. 306, 184 P. 397 (1919) instructs that once there is a finding that the charge exceeds the reasonable costs government incurs to furnish the service for which the fee has been assessed, NO PORTION OF THE FEE COLLECTED can be retained as the "reasonable" portion. That's because courts are not equipped to make legislative determinations as to what is and is not responsible. And the governmental body has lost standing to make that determination because they have determined the exaction to be a tax..

How many times do we have to go over this Matt? Rather than reducing expenses, the agenda of the District (and Trustee Noble) is to intentionally overspend, overspend, overspend. But as a limited purpose special district, it does not have the revenue generating tools available to accomplish this purpose. So it has disingenuously created the RFF as that tool to plug the difference between revenues and budgeted overspending. In other words, it is a source of revenue. And this too makes it a tax [see Douglas Co. Contractors v. Douglas Co., 112 Nev. 1452, 1457, 929 P.2d 253, 256 (1996); State ex rel. City of Reno v. Boyd, 27 Nev. 249, 256, 74 P. 654, 655 (1903); Hawaii Insurers Council v. Lingle, 120 Haw. 51, 67, 201 P.3d 564 (2008)].

But here the District has been collecting MORE of a financial subsidy than it needs to plug that difference. And as a result, the fund balance has increased and increased. And we're now where we're at because of the excess RFF past Boards have collected. This is wrong, wrong, wrong. And if your attorney won't confirm this fact to you, then he is breaching his fiduciary duties. And I believe he knows this to be the case! The purpose of "fees" is not to generate revenues (look at page 31 of the Board packet for instance). Yet that's exactly what the RFF/BFF are intended to do. And each of you know this.

NRS 43.100(1) instructs that a "governing body may file or cause to be filed a petition (which)...wholly or in part, pray(s) for) a judicial examination and determination of the validity of any power conferred or of any instrument, act or project of the municipality, whether or not such power has been exercised, such instrument has been executed or otherwise made or such act or project has been taken."

FILE SUCH A PETITION. Stop lying to the public about what the RFF/BFF really are. Stop wasting tens of thousands of dollars on phony legal opinions which accomplish nothing more than perpetuation of all that's wrong in IVGIDville. Start being the responsible form of government each of you represented in your oaths of office!

Respectfully, Aaron Katz

## IVGID Board of Trustee's meeting May 8 2023

My name is Steven Ross and I reside <sup>at 933 Woodward</sup> ~~in third creek~~. I want to thank the members of the board of trustees for their work on behalf of all in Incline's residents.

I have had a chance to review the agenda for tonights meeting as well as the attached packets but I was left with a few questions that I hope you can answer during your deliberations.

1. I reviewed the cost recovery pyramid and I was wondering your thought process in how you assigned each recreational venue to a specific category? I went back as far as I could and found no evidence of a board discussion on where the Championship course fit in on this pyramid. In spite of that it appears from your discussions the golf course has been assigned as having mostly individual benefit and minimal if any community benefit. The majority of the year the courses are used by members of the community for walking, including with their dogs, sledding on the driving range, cross country skiing, and snow shoeing. When the courses are open during their four or five month season many community members walk their dogs in the early mornings and evenings. Open space is important, not just for the hundreds of homeowners who live on the courses but also for those that walk and drive

there. I would have assigned golf, the recreation center, and diamond peak to one of the middle categories of both community and individual benefit. How did you decide which category to place each venue? Did members of the community have any input into what seems to be a very important step in determining the utilization charges for each of the venues?

2. By eliminating the golf all you can play pass you seem to be treating this venue differently than the others. Diamond Peak, the recreation center, and the beaches all are on the model of a season pass at a single cost irrespective of utilization. Please tell me why it is important to treat those that play golf differently than those that utilize our other venues? This is especially troublesome when the financials show that with just a 5% increase for everyone while maintaining the All You Can Play Pass leads to a budget where the combined golf courses break even in 2023.
3. Finally I am dismayed that the packet that was attached to today's agenda appears to have been authored primarily by a single trustee in spite of her pronouncement that it was "staff prepared". This is not good governance. This promotes undue influence by a single trustee on her ultimate agenda.

**WRITTEN STATEMENT TO BE ATTACHED TO AND MADE A PART OF THE WRITTEN  
MINUTES OF THE IVGID BOARD'S REGULAR MAY 8, 2023 MEETING – AGENDA  
ITEM E(1) – PROPOSED 2023 GOLF RATES**

**Introduction:** Well “here’s another one” according to my friend DJ Khaled<sup>1</sup>! I keep telling the IVGID Board and the public that the District is not being properly managed<sup>2</sup> and as a consequence, the facilities and services it furnishes can and should be more efficiently and fairly provided by another district<sup>3</sup>, or Washoe County, or more preferably, IVGID should simply be dissolved<sup>3</sup> altogether! However in the interim, and in order to provide evidence in support of dissolution, let’s examine another example of the waste, mismanagement, and the ends justifying means mentality which permeates the District and in the end costs local parcel/dwelling unit owners dearly. Perpetuation of preferential and discriminatory rates and services offered to our community’s core golfers. One of the special interest groups which uses its political power to elect trustees who will keep the gravy flowing. 0And that’s the purpose of this written statement.

**Former President Kennedy’s Upcoming Birthday:** May 29 to be precise. President Kennedy said “it’s not what your country can do for you. Rather, it’s what you can do for your country.” So in recognition of President Kennedy, rather than being “takers,” I ask our golfing community what they’re willing to do for our general improvement district (“GID”)? Bueller? Bueller?

---

<sup>1</sup> Go to <https://www.djkhaledofficial.com/>.

<sup>2</sup> NRS 318.515(1)(a) and 318.515(3)(a)-(d) instruct that “upon notification by the Department of Taxation or upon receipt of a petition signed by 20 percent of the qualified electors of the district, that...a district of which the board of county commissioners is not the board of trustees is not being properly managed...the board of county commissioners of the county in which the district is located shall hold a hearing to consider...(a) adopt(ion of) an ordinance constituting the board of county commissioners, *ex officio*, as the board of trustees of the district; (b) adopt(ion of) an ordinance providing for the merger, consolidation or dissolution of the district...(c) fil(ing) a petition in...district court for the...appointment of a receiver for the district; or, (d) determin(ing) by resolution that management and organization of the district...remain unchanged.”

<sup>3</sup> NRS 318.490(1)-(2) instruct that “whenever a majority of the members of the board of county commissioners...deem it to be in the best interests of the county and of the district that the district be merged, consolidated or dissolved, or if the board of trustees of a district, by resolution...agrees to such a merger, consolidation or dissolution, the board of county commissioners shall so determine by ordinance, (that)...(b) the services of the district are no longer needed or can be more effectively performed by an existing unit of government (or)...that the district should be dissolved, merged or consolidated.”

**Staff And Trustee Schmitz Are Proposing 50% Discounts to Picture Pass Holders (“PPHs”) Compared to Retail Non-PPH Holder Rates, at The Champ Golf Course<sup>4</sup>:**

**And 25.77%-48% Discounts to PPHs Compared to Retail Non-PPH Holder Rates, at The Mountain Golf Course<sup>5</sup>:**

**And Up to An Additional 25% or More Discount When a 40 Play Pass is Purchased<sup>4</sup>:** Sure any PPH may purchase such play pass but why would anyone want to do this when essentially all of the prime tee times have been reserved by our core golfers’ private golf clubs (see discussion below)?

**And Without Black Out Dates For Prime Holiday Usage No Less<sup>6</sup>, When The District Could be Generating Substantially Greater Revenues:**

**And 25% Discounts For PPH Guests at The Champ Course<sup>7</sup>:**

**And 14.667%-25% Discounts For PPH Guests at The Mountain Course<sup>5</sup>:**

**Yet PPHs Only Realize 16.67% - 22.2% Discounts at the Tennis Center<sup>8</sup>:**

**And 22.2% Discounts at the Recreation Center<sup>9</sup>:**

**And Our Staff And Trustee Schmitz Insist That Our Core Golfers’ Private “Golf Clubs Affiliated With...District-Owned Golf Courses (Be) Afforded The (Exclusive) Ability to (Pre-) Reserve Blocks of (Prime Tee) Time(s) For Club Time.”<sup>10</sup>**

**Well in Advance of The Start of Each Golf Season (Typically in February) No Less<sup>10</sup>:** Meaning there are few if any prime tee times available for the rest of us.

---

<sup>4</sup> See Appendix “A” at page 42 of the packet of materials prepared by staff in anticipation of this May 8, 2023 meeting (“the 5/8/2023 Board packet”).

<sup>5</sup> See Appendix “B” at page 43 of the 5/8/2023 Board packet.

<sup>6</sup> See page 34 of the 5/8/2023 Board packet.

<sup>7</sup> See page 33 of the 5/8/2023 Board packet.

<sup>8</sup> Go to <https://www.yourtahoeplace.com/parks-recreation/tennis-center/hours-rates>.

<sup>9</sup> Go to [https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Membership\\_rates\\_2022.2023\\_6.1.22.pdf](https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Membership_rates_2022.2023_6.1.22.pdf).

<sup>10</sup> See page 20 of the 5/8/2023 Board packet.

**And to Add Insult to Injury, We Don't Even Charge the Clubs For This Privilege:** Sure we may not charge PPHs who are not members of these preferred clubs. But what good does it accomplish when there are few if any prime tee times available for the rest of us?

**And Our Staff And Trustee Schmitz Insist That The District Continue to Make Available Exclusive Use of Both Golf Courses, at Discounted Rates, to Select Non-Profits:**

And Just Like "Golf Clubs Affiliated With...District-Owned Golf Courses," These Non-Profits (Be) Afforded The (Exclusive) Ability to (Pre-) Reserve Blocks of (Tee) Time(s) For Their Fundraising Purposes<sup>11</sup>: at local parcel owners' expense.

**And Our Staff And Trustee Schmitz Insist That The District Pay The \$3,500 For Golf Genius Software Which Directly Benefits Core Golfers' Private Clubs<sup>11</sup>:** And please don't tell me the software can be used for generic tournaments which we shouldn't even be administering as a municipal course.

**Meanwhile, Our Core-Golfers Insist Local Parcel Owners Subsidize The Cost of Their Rounds of Golf By Nearly \$2M Annually!**

**And They Insist Local Parcel Owners Further Subsidize The Cost of Water Our Golf Courses Use By Over \$1M Annually, to Keep Their Golf Rates Disingenuously Low:** It's called the "Public Service Recreation" Exemption<sup>12</sup>!

**And This is Their Idea of "One District, One Team?"<sup>13</sup>**

**My E-Mails of May 7 And May 8, 2023:** On May 7, 2023 I sent the Board an e-mail<sup>14</sup> alerting members to my opposition to core golfers' sweet deal at local parcel owners' expense. I recommended elimination of many of the proposed benefits. On May 8, 2023 I followed up with additional matters comparing the discounts offered to our core golfers compared to the lack of comparable discounts at the Recreation and Tennis Centers.

**Conclusion:** May 29 would be the birthday of former President John Kennedy. In recognition of "Kennedy" month, I ask you to recall where he said "ask not what your country can do for you, but

---

<sup>11</sup> See page 18 of the 5/8/2023 Board packet.

<sup>12</sup> See §2.40 of Ordinance No. 4 (go to chrome-extension://efaidnbnmnnibpcjpcgldcfndmkaj/https://www.yourtahoeplace.com/uploads/pdf-ivgid/Ordinance\_4\_-\_04102019\_Resolution\_1867.pdf).

<sup>13</sup> Go to <https://www.yourtahoeplace.com/ivgid/about-ivgid/mission-vision>.

<sup>14</sup> That e-mail string is attached as Exhibit "A" to this written statement. Rather than restating its contents, the reader is encouraged to examine the same him/herself.



what you can do for your country.” Applied to IVGID I ask the takers in our community ask not what IVGID can do for you. Ask what you can do for IVGID.

**And You Wonder Why the RFF and Beach Facility Fee (“BFF”) Which Pay For This and Other Similar Waste Local Parcel/Dwelling Unit Owners Are Forced to Involuntarily Pay is Out of Control?**  
I’ve now provided more answers.

Respectfully, Aaron Katz (Your Community Watchdog Because Nearly No One Else Seems to be Watching).

## **EXHIBIT "A"**

## Re: May 8, 2023 Board Meeting - Agenda Item E(1) - Proposed Golf Rates - P.S.

---

**From:** <s4s@ix.netcom.com>  
**To:** "Dent Matthew" <dent\_trustee@ivgid.org>  
**Cc:** "Schmitz Sara" <schmitz\_trustee@ivgid.org>, "Tonking Michaela" <tonking\_trustee@ivgid.org>, "Noble Dave" <noble\_trustee@ivgid.org>, "Tulloch Ray" <tulloch\_trustee@ivgid.org>  
**Subject:** Re: May 8, 2023 Board Meeting - Agenda Item E(1) - Proposed Golf Rates - P.S.  
**Date:** May 8, 2023 12:42 PM

---

Chairperson Dent and Other Honorable Members of the IVGID Board -

Sorry for the add on.

1. Currently staff are recommending new per round PPH golf rates at 50% of the retail rate. As a PPH, why can't I buy a day Rec Center pass at 50% of the retail rate? Why am I only offered a \$4 or 22.2% discount (go to [https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Membership\\_rates\\_2022.2023\\_6.1.22.pdf](https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Membership_rates_2022.2023_6.1.22.pdf))? What's so special about these people that warrants such an excessive discount when golf is losing nearly \$2M annually just like the Rec Center loses approximately \$1M annually?

2. As a PPH, why can't I buy a prime morning Tennis Center pass at 50% of the retail rate? Why am I only offered a \$3 or 16.67% discount? Or if I buy an afternoon Tennis Center pass, why am I only offered a \$2 or 22.2% discount (go to [https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Membership\\_rates\\_2022.2023\\_6.1.22.pdf](https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Membership_rates_2022.2023_6.1.22.pdf))? As a PPH, why can't I buy a day Rec Center pass at 50% of the retail rate? Why am I only offered a \$4 or 22% discount (go to [https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Membership\\_rates\\_2022.2023\\_6.1.22.pdf](https://www.yourtahoeplace.com/uploads/pdf-parks-rec/Membership_rates_2022.2023_6.1.22.pdf))? What's so special about these people that warrants such an excessive discount when golf is losing nearly \$2M annually just like the Tennis Center loses approximately \$500K annually?

3. And as if a 50% discount weren't enough for our core golfing community, staff is proposing an additional 25% discount when a 40 play pass is purchased for the Champ Course (go to page 43 of the board packet for this meeting ([https://www.yourtahoeplace.com/uploads/pdf-ivgid/0508\\_Packet.pdf](https://www.yourtahoeplace.com/uploads/pdf-ivgid/0508_Packet.pdf) (www.yourtahoeplace.com/uploads/pdf-ivgid/0508\_Packet.pdf)))! That brings up their discount to 75% or more!

4. Realizing a \$2 or \$3 discount per visit as a PPH to the Rec or Tennis Center, how long is it going to take me to realize the daily discount at our Champ Course these core golfers realize? AND THIS IS SUPPOSED TO BE FAIR?

5. It takes two to play a game of tennis. So I show up with a friend and is he offered a guest rate? Of course not! What's so special about golf that warrants discounts for their guests when golf is losing nearly \$2M annually?

6. Former President Kennedy's birthday is this month (May 29). And let's not forget that he said "Ask not what your country can do for you. Ask what you can do for your country." If he were talking about IVGID, he would say ask not what IVGID can do for you. As what you can do for IVGID! But instead, we have a bunch of arrogant takers who only care about themselves! And we're supposed to give them the time of day?

I don't think so. Respectfully, Aaron Katz

-----Original Message-----

From: <s4s@ix.netcom.com>

Sent: May 7, 2023 3:24 PM

To: Dent Matthew <dent\_trustee@ivgid.org>

Cc: Schmitz Sara <schmitz\_trustee@ivgid.org>, Tonking Michaela <tonking\_trustee@ivgid.org>, Noble Dave <noble\_trustee@ivgid.org>, Tulloch Ray <tulloch\_trustee@ivgid.org>

Subject: May 8, 2023 Board Meeting - Agenda Item E(1) - Proposed Golf Rates

Chairperson Dent and Other Honorable Members of the IVGID Board -

I am opposed to the preferred treatment/pricing local golfers continue to demand and receive at our two golf courses. It's time to bring fairness to all. The staff memo represents that "the objective is to address the gap between operational expenses and revenues generated by the District-owned golf courses" (see page 7 of the staff memo). But this is not true. Because if it were, you'd be far, more far serious about it!

Page 8 of the staff memo admits "discounted rates charged to Picture Pass Holders ('PPHs') have fallen short of meeting cost-recovery targets...At the Mountain Course rates charged to Non-PPHs and their guests, have...fallen well-below the cost recovery targets established by Practice 6.2."

The charts provided are confusing and too complicated to decipher. So let's just call it what it is clearly and straightforward. BOTH COURSES ARE LOSING NEARLY \$2M ANNUALLY! And as a result, the rest of us are forced to subsidize the benefit to roughly 450 takers in our community. Who don't give a damn about their neighbors.

Your staff won't recommend what needs to be done. But I will. So I recommend the changes identified below:

1. ELIMINATE preferred guest rates at both golf courses. At page 33 of the Board packet there is an admission that guest rates will be set at a mid-point discount between the PPH rate and the non-PPH rate. THERE IS NO JUSTIFICATION FOR THIS ADDED DISCOUNT TO OUTSIDERS! There are no preferred guest rates at any other District owned recreation venue. SO WHY for the guests of this special interest group known as golf?
2. ELIMINATE preferred non-profit rates to take over our golf courses at both golf courses [at page 8 of the Board packet it is revealed that "selected NonProfit organizations hold events at the District-owned golf courses, reserving dates well in advance of the start of each golf season."]. IVGID ISN'T here to provide preferred access to local non-profits; especially when the revenues generated are insufficient to cover all of our real costs. Are you reading? INSUFFICIENT. Further, we're not here to assist these non-profits in using our facilities so they can generate profits for their own particular flavor of the month fundraising purposes. So either pay full rates or hold your fundraising events at someone else's golf course. The amount of revenue we would lose is relatively small or who knows, why might even make more money NOT making our courses available to non-profits? So we can do quite nicely without local non-profits' use/revenue thank you very much..
3. ELIMINATE play passes at both golf courses. We have two rates. PPH and retail. Why are we giving a select few golfers a discount on top of a discount (the PPH rate)? Golf isn't like Diamond Peak where we can absorb thousands of season pass holders without materially affecting the individual's experience. Remember, we're losing \$2M/annually running both golf courses. So why give people the opportunity to golf at rates that are less than our costs? This isn't a foreign concept. At page 38 of the Board packet staff even proposes "explor(ing) eliminating Play Passes."

Moreover, i what's with this mentality we price the PPH rate at half the retail rate? WHY ISN'T THIS DONE AT THE REC CENTER? OR THE TENNIS CENTER? Make things fair.

4. DO NOT ELIMINATE PRE-BOOK FEES. Charge them to EVERYONE including PPHs. And extend them to the

private clubs which have been getting preferential treatment for years ["The clubs are...allowed to reserve tee-times, in bulk, for the entire season as early as February without any reservation fee" (see page 18 of the Board packet)]. And fix their amounts on a sliding scale basis. In other words the farther in advance you pre-book, the more you pay. I realize this means that private club members are going to have to pay fees to reserve T times in advance. WHAT'S SO WRONG WITH THIS?

And eliminate these clubs' ability to reserve tee times before any other PPHs. If these clubs can pre-reserve as early as February, WHY CAN'T I? To allow these clubs to take first crack at 43% of all prime tee times in a season (admitted at page 20 of the Board packet) IMO IS CRIMINAL!

5. Make the cost of pre-booking non-refundable. And they require payment up front at pre-booking.

6. Black out certain holiday dates for pre-booking T time purposes (like 4th of July and Labor Day weekends).

7. ELIMINATE GOLF GENIUS. At page 18 of the Board packet it is revealed that "The District pays \$3,500 for an annual subscription to a tournament management software (Golf Genius)." If we're running golf courses primarily for local parcel owners, WHY DO WE NEED TOURNAMENT SOFTWARE? ELIMINATE TOURNAMENTS. Or if they're so important to local clubs, LET THEM PAY THE \$3,500/annually!

8. Then the staff memo tells us "District staff (must) transfer...individual tee time reservation(s) into the District's Point of Sale system." WELL HOW MUCH DOES THIS COST STAFF? Conveniently, this little tidbit of the truth is omitted from the staff memo. But whatever the cost, it's unnecessary for the rest of us and only unnecessarily contributes to the \$2M loss annually.

9. ELIMINATE THE PROPAGANDA AND FALSE STATEMENTS. Listen to these lies at page 340 of the Board packet: "The resultant rate structure also fit within industry standards of pricing PPH, Guest, and Non-PPH." Where are there "industry standards" for PPH and guest pricing? This is total garbage intended to extend preferential treated to a small but vocal minority in our community.

10. We have "dead weight" full time benefited employees assigned to golf whose positions should be converted into seasonal/hourly. Let's start with Ashley Wood the head pro at the Mountain Course. And then the two guys Darren Howard has working under him at the Champ Course. These two have full time, benefited positions to mostly cater to the private golf clubs in town. Whether or not you believe their positions exist to act as concierges for the golf clubs, they're worthless during the 6 months or longer when our golf courses are closed. If we're going to keep these employees, their positions should be downgraded to seasonal/part time.

11. There's another subsidy to golfers the Board needs to end. Preferred water rates used for irrigation purposes. The golf courses used many millions of gallons of water over the season. In comparison, Meaning most residential customers use under 3K gallons/month on average. Users like Judy and me have to pay more than 3 times the cost of water for our irrigation requirements. Yet the golf courses pay no surcharge. This is costing the community approximately \$1M in lost revenues. ELIMINATE the preferred pricing for IVGID and its collaborators.

12. Also increase commercial water and sewer CIP rates. Our golf courses pay CIP costs which are only a handful times higher than your typical residential customer (a maximum of 76.65 times the cost the residential customer pays). Yet they use millions and millions of more gallons/annually. To be proportional, the golf courses need to pay a whole lot more in CIP costs compared to the residential customer.

Thank you for your cooperation and consideratiown. If we're going to be serious, how about being serious?

Mick Homan

~~Incline Resident~~

986 UESP CF

First, I want to say that I'm not going to apologize to certain of the trustees if you find the financial and other information I've compiled to be inconvenient.

I've spent my entire professional career dedicated to the publication of accurate, unbiased financial information so leadership and investors can make informed decisions.

So when I see information that is incomplete or presented in a biased format in order to drive an agenda, I'm going to speak up.

With that in mind, I sent a note to the Trustees yesterday. It included a set of financial projections that modeled the overall impact of the various rate increase options.

I want to highlight some points.

First, the analysis showed that a combination of reduced tee intervals and dynamic pricing discounts, along with an across the board rate increase of 5-8% should get the golf operations to break-even or better on an operating cash flow basis.

This excludes capital. Per the board's pricing policy, capital costs – which includes depreciation, are covered by facility fees.

Second, the analysis retained all-you-can-play passes.

The Champ course has a \$4 average per round revenue difference between all-you-can-play passes at \$66 and other picture pass holders at \$70.

All-you-can-play pass-holders are our most loyal customers. They provided up-front guaranteed revenue of over \$400,000 last year. They disproportionately fund the range, likely accounting for over \$50,000 of the range revenue. And they're the biggest spenders in the restaurant and pro shop.

You're taking a significant risk that many of these residents will leave if you eliminate the passes. And for what? FOR A \$4 PER ROUND DISCOUNT?

The staff's assuming they'll only fill about 65% of the incremental tee times. So we know these members aren't displacing other golfers. The majority of the lost revenue from any departures will be a direct hit to the bottom line because costs are largely fixed and won't be reduced.

Every other golf venue in the area has all-you-can-play options. This makes the risk real. WHY TAKE THAT RISK?

I propose a better solution. Let's just reduce the average rate gap. Let's add a 2% kicker to the all-you-can-play rate increase.

If you're increasing overall rates 5%, then increase the all-you-can-play rate by 7 or even 8% versus last year's rate structure. It's a win-win.

Third, I want to reiterate points I made at an earlier meeting regarding the economics of a normal golf operation, and how that relates to the unique situation in Incline.

Let's not pretend we're operating golf like a typical golf business.

We're not giving golf all the tools a normal golf club would have to make it financially viable.

We're not giving it the banquet events.

We're not providing a year-round dining experience befitting of the Chateau's location.

And we're not doing other things we could to optimize other revenue opportunities in the off-season.

So let's not pretend that with only 4-5 months of golf revenue we can make the operations, as we narrowly define it, work on its own financially

If we think we can, we're chasing unicorns

**homan.mick@gmail.com**

---

**From:** homan.mick@gmail.com  
**Sent:** Sunday, May 7, 2023 7:07 AM  
**To:** 'Matthew Dent'; noble\_trustee@ivgid.org; 'Sara Schmitz'; 'Michaela Tonking'; 'Ray Tulloch'  
**Cc:** 'Indra Winquest'; 'Paul C. Navazio'; jdh@ivgid.org  
**Subject:** Input on May 8 Board of Trustee Meeting to set Golf rates  
**Attachments:** IVGID Golf projections 2023 v2.xlsx

Board of Trustees,

I wanted to provide some perspective and a recommendation that I hope you'll find helpful for your decision-making process for the Board meeting on Monday that will set rates for IVGID's golf operations for the upcoming season.

I have read through the board package for the meeting. In my opinion it would be difficult, if not impossible, to make an informed decision based on the information presented. While there are important and informative components included in the package, most of the data is piecemeal and incomplete. As a result, this could lead to the information being misinterpreted or used out of context. Nowhere in the package do I see an overall view of the financial performance and the impact that various pricing options will have on that performance going forward. In my experience, forecasting how decisions will impact results at the macro level was the most important information provided to business leadership and Boards. In light of that, I compiled the attached file to aid in your decision making/analysis. It projects the overall golf operation results for the upcoming golf season based on the various levels of rate increases being considered. I hope it proves useful to the Trustees.

First, to summarize my approach, I started with the financial information that was presented at the April 5 Board meeting that summarized the actual golf results for the latest golf season. Because the materials are being used to help the Board set pricing for the coming golf season, using the most recent golf season as the starting point is the only valid starting point. For projected revenues, I then layered in the following:

- The impact of increased revenue from eliminating the dynamic pricing (using the estimated impact from the March 22 board meeting summary)
- The impact of increased revenue from the shortened tee intervals (using the staff's 65% fill rate and historical average rates per round)
- The impact of increased revenue from across-the-board rate increases of 5%, 8% and 11% over prior year rates. For this exercise, I also assumed the AYCP passes were retained and that prices were increased over the prior year at the same 5%, 8% and 11% intervals. I don't think we have any way to model the revenue impact of a change from AYCP to 30 or 40-play passes since we don't know how behavior will change for that group.

For costs, I used the FY 22/23 budget from the March 22 board package as a surrogate for the 2023 golf season expenses (as there is no available budgeted costs on a golf season basis). Importantly, this appears to be a reasonable surrogate. The budgeted fiscal 22/23 expenses are approximately 10% and 30% higher for the Champ course and Mountain course, respectively, versus actual 2022 golf season expenses that were presented in the April 5 Board materials. In addition, per page 32 of 62 from the board packet for this week, FY 22/23 costs are coming in around \$300,000 below budget. Finally, the preliminary budgeted costs for fiscal 23/24 are flat to nominally increasing versus the fiscal 22/23 budgets. Collectively, these factors indicate there may be some conservatism in the 2023 projected operating costs utilized in the attached file.

Importantly, the file provides projected results both with and without depreciation charges. This is driven by the Board policy that dictates that, as it relates to residents, depreciation/capital expenses should be excluded from operating costs. This is based on the following excerpt from page 25 of 62 of the board materials:



**In 2021, the Board approved a pricing policy for Community Services venues (Practice 6.2). Implementation of this policy necessitated a cost accounting to establish "cost per round" for operating costs (excluding depreciation), depreciation and debt. Since residents are paying the Recreation Facility Fee which is being used to cover the cash outlay for the capital improvement expenditures, depreciation and debt service have been excluded from the cost recovery analysis.**

The Operating Expenses included in the various charts presented on pages 13 through 18 include depreciation expense for each venue and period presented. This accounts for the primary differences in the Net Income(Loss) – ex Depreciation in the attached file and those presented in the Board material charts. Nonetheless, the file also shows the impact after deducting depreciation expense.

### **Results of Analysis**

The results of the analysis in the file indicates that even with a 5% increase in rates across the board and the retention of the AYCP passes, the golf operations on a combined basis get to break-even for this golf season, excluding capital. An 8% increase in rates would generate approximately \$240,000 of operating profit excluding depreciation.

I would hope this would lead the Trustees to a couple important decisions as relates to price-setting for the upcoming season:

1. A, rate increase of 5-8% should be sufficient to enable the operations to comply with Board policy on cost recovery, with facility fees or fund balance funding any shortfall in capital spending.
2. AYCP passes can and should be retained, with the same level of price increases versus the prior year. Retaining the AYCP passes will alleviate the risk the Board is taking in terms of losing some of the Districts most loyal golf customers to other venues, and the impact this will have not only on golf fees, but also the ancillary range, pro shop and food and beverage revenues. With the 20% increase in available tee times that results from the shortening of the tee intervals, there should be more than adequate opportunities for others in the community to obtain tee times, particularly in light of the staff's assumption that only 65% of those additional times will be filled. Thus, the AYCP residents will not obstruct others from playing.

Thanks for your consideration. If you would like any clarification, please let me know.

Regards,

Mick Homan

**Champ Course Projections - 2023 Golf Season**

**Notes**

- 2022 actual revenue (lies to actual season revenue in pg 18/19 of April 5 Board package)
- 2022 actual expense (lies to actual season expenses in pg 20/21 of April 5 board package)
- 2023 expenses are fiscal 2022-23 budget per page 694 of March 22 Board package.

Couples AYCIP Pass (Per break-out of 2022 actuals in Dec 14 Board package)  
 Individual AYCIP Pass (Per break-out of 2022 actuals in Dec 14 Board package)  
 10-20 Play Pass (Per break-out of 2022 actuals in Dec 14 Board package)  
 Total Play Pass (Per break-out of 2022 actuals in Dec 14 Board package)

Daily and other (2022 is calculated - equals total golf fees less pass revenues above)

Total Golf Fees (lies to pg 18/19 of April 5 Board package)

Remove aftermoon dynamic pricing discount (\$118,000 is midpoint of IVGID range pg 675 of March 22 board package)

Additional Tee times

Added rounds (2023 estimated rounds of 25,146 and 17,000 less 22 actual of 22,994 and 16,832)

2022 actual revenue per round

Additional Tee times (See table below for bottoms up calculation)

Total Golf playing fees

Range Fees (per pages 18/19 April 5 board package)

Lessons (per pages 18/19 April 5 board package)

Club Rentals (per pages 18/19 April 5 board package)

Total Golf

Mechandise (per pages 18/19 April 5 board package)

F and B (per pages 18/19 April 5 board package)

Total Revenue

Operating expense - Ex Depreciation (2022 for pgs 20/21 of April 5 board package, 2023 per page 694 of March 22 board package)

Net Income (loss) - Ex Depreciation

Depreciation (per page 694 of March 22 board package)

Net Income(loss) with depreciation

	Championship Course			Mountain Course		
	2022 Actual	2023 projections		2022 Actual	2023 projections	
		5%	8%		5%	8%
3,152	394,047	203,749	209,571	36,602	38,432	39,530
81	161,801	169,881	174,745	22,046	23,148	23,810
285,666	193,530	203,207	209,012	31,320	32,865	33,875
	349,378	576,647	593,328	89,568	94,466	97,165
	1,725,067	1,811,320	1,956,226	596,197	626,007	676,087
	2,274,445	2,388,167	2,549,554	666,165	720,473	773,253
	123,900	127,440	130,980	-	-	-
	295,949	308,519	317,089	-	-	-
	2,274,445	2,812,016	2,985,513	666,165	761,912	815,875
	166,538	178,476	178,476	-	-	-
	47,711	60,000	60,000	-	-	-
	50,017	60,200	60,200	31,240	38,021	38,021
	2,538,711	3,110,692	3,284,189	717,405	799,933	853,896
	507,475	522,432	522,432	68,089	108,565	108,565
	638,878	944,600	944,600	91,161	153,800	153,800
	3,685,064	4,577,724	4,751,221	876,655	1,062,298	1,116,261
	3,871,257	4,259,150	4,259,150	1,054,163	1,372,730	1,372,730
	(186,193)	318,574	482,071	(177,508)	(310,432)	(266,469)
	623,292	623,292	623,292	398,528	198,528	198,528
	(504,218)	(131,221)	(81,111)	(504,560)	(454,997)	(443,677)
	16,932	15	15			
	12	12	12			
	20%	25%	25%			
	4,599	4,208	4,208			
	0.65	0.65	0.65			
	2,989	2,735	2,735			
	900	600	600			
	3,889	3,335	3,335			
	91	41	41			
	353,919	336,743	336,743			

**Incremental Rounds - Bottoms up Calculation**  
 Actual Rounds 2022 - Dec 24 report  
 Additional rounds available  
 2022 Interval  
 2023 Interval  
 percentage increase  
 rounds available  
 fill rate  
 Incremental rounds from tee time change  
 Fire loss - midpoint of range in Dec 14 report (1)  
 total Incremental Rounds  
 Average 2022 rate - Dec 14 report  
 Incremental revenue at 2022 rate

This "Bottom's up" analysis of the incremental revenue from tee times is meant to validate the impact included in the chart above. This alternative methodology estimates a higher amount for \$165,591, representing additional revenue opportunity

Club's estimate of rounds lost in 2022 golf season due to fire/smoke impact. This represents a return to normalcy

**Public Comment – May 8, 2023 – Monica Hill 1093 Tiller Dr.**

Monica Hill, 1093 Tiller.

I would like to make a few comments on the surprisingly controversial topic of our Incline Village Golf Clubs getting advance tee times.

I first want to point out that facilities that have valuable fixed assets – and especially those with limited capacity – need a foundation of financial support to be successful.

That's why private gyms, our Rec Center, and all ski areas including ours, sell all-you-can-use passes, *getting a full year of fees in advance.*

That's why Bowling Alleys have Leagues playing in their prime-time after work slots.

And that is why *EVERY public and semi-public golf course in America* actively markets themselves to Clubs and group events, and allows those groups to pre-book.

Now our Board is considering limiting Club advance tee times, and, in addition, threatening to apply some newly created government 'regulation' relating to a Club's 'open membership' to determine which Clubs 'qualify' to receive advance tee times! So our PPH Clubs might be restricted from making advance tee times, but outside nonresident groups will continue to be able to make tee times . . . how does that make sense?

Our Clubs are all unique, with their own By-Laws, elected Officers, and membership criteria: some are women-only . . . some are men-only . . . one is for those who play skins games . . . several have caps on membership to make it easier for them to manage their events . . . one only plays at the Mountain Course . . . and two play only on Fridays. At least two were formed *52 years ago*, and most have a *more than 30 year* history here. The Clubs' golfers are *ALL Picture Pass Holders*. Not one Club is currently managed or controlled or regulated in any way by IVGID . . . do we really want the government involved in dictating how to manage our Clubs?

The Clubs' members pay for play *all season long* and not just in the prime summer months, but at least one Trustee has even suggested that Club play should be limited in the prime season notwithstanding that the Clubs are the foundation of support for the courses in the shoulder seasons! Plus, the Clubs have a huge number of lunches and banquets *primarily on weekdays*, generating hundreds of thousands of dollars of IVGID revenue, and which allows for better staffing and coverage of overhead for the entire Chateau facility!

Any seasoned business person would realize that these are the groups that should be catered to, not restricted, blacked out or regulated . . . ~~I have to chuckle since it occurs to me that our Board reminds me a bit of Rebecca, the Team owner of AFC Richmond on Ted Lasso with her secret agenda to destroy her own Club.~~ *delebed*

*In closing, I ask that you recognize the value and contribution that our clubs bring to the Community!*

# Public Comment



Diane Heirshberg <dbheirshberg@gmail.com>

---

## Board of Directors Meeting to Discuss Golf Course Financials and Proposed Rates, Monday, May 8, 2023, Item 1

1 message

---

Diane Heirshberg <dbheirshberg@gmail.com>

Sat, May 6, 2023 at 3:38 PM

To: dent\_trustee@ivgid.org, Sara Schmitz <trustee\_schmitz@ivgid.org>, noble\_trustee@ivgid.org, tulloch\_trustee@ivgid.org, Michaela Tonking <tonking\_trustee@ivgid.org>

Cc: "Winquest, Indra S." <isw@ivgid.org>

May 6, 2023

Dear Trustees Dent, Schmitz, Noble, Tulloch and Tonking:

I appreciated the detailed report on golf, and golf rates, provided in the Board packet for Monday's meeting, but found some of the information concerning the financial performance of the golf courses disturbing, and some of the proposed remedies to be insufficient and inadequate to cure the deficiencies.

-The public, myself included, have understood that other venues, mainly Ski, were funding the losses in Golf, and that the Trustees could reasonably decide that if one venue makes more net revenue than another, some of the excess net revenues from one venue could be used to help to fund a less profitable venue. **It is a very different issue when the golf operations themselves discriminate as to benefits given to Picture Pass Holders ("PPHs") and give different and better treatment to golfer PPHs who are members of private Golf Clubs, over Picture Pass Holders who are not members of the Golf Clubs.**

-It is unfair that Golf Clubs, without Board approved rules or requirements, have been given preferential treatment by IVGID Staff, and have unfairly benefited from pre-season bulk reservations. According to the charts at pages 21-23 of the Board packet, Golf Clubs have already reserved 43% of the preferred tee times for this coming summer. It is unfair that the Golf Clubs were allowed to make reservations before **other PPHs have been allowed to make ANY golf tee time reservations. All PPHs should be given equal treatment in making reservations for tee times.** Golf Clubs should have no special rights or standings.

-It is unfair that for years, the Golf Clubs have been allowed to make **pre-season reservations without paying any reservation fee, while other PPHs have had to pay a fee for their reservations, and non-Golf Club PPHs are only allowed to make reservations months after the Golf Clubs made reservations.** It is now **MORE unfair to all IVGID property owners that staff has proposed that there be no reservation fee paid by any PPHs or Golf Clubs,** instead of deciding that all golfers pay a reservation fee. That recommendation was a poor compromise by management **which immediately reduces golf revenues by \$11,000, while it creates another financial risk to golf operations.** The risk is created that PPHs will be allowed to book an unlimited number of tee times for the entire season with no financial obligation, as well as an operational challenge with cancellation within 72 hours and the potential for unused reserved tee times which could negatively impact the financial performance of the golf courses. Golf needs to improve its financial performance, and **this change recommended by Staff will not help improve financial performance.**

-It is also unfair that for years the PPHs who were not Golf Club members could not get enough Golf tee times to be able to benefit from the unlimited play passes. Now, with the creation of the 30, 40 and 40+ multiple play passes, the same unfair benefit goes to the Golf Club PPHs who are

allowed to make sufficient advance reservations for tee times to assure their efficient use of the passes, while non-Golf Club members still cannot make sufficient prime time tee-time reservations to be able to use these multiple play passes efficiently. **The entire system of reduced fee multiple play passes does not provide the same benefit to non-Golf Club PPHs, who may not be able to get sufficient tee times, unless all PPH golfers have the same opportunity to make tee time reservations at the same time.** There is no reason that all PPHs do not get equal access to reservations as is the case in all other IVGID activities.

-It is unfair that Golf Clubs make reservations in the name of the Club, not in a PPHs name, and no IVGID staff member is checking or **confirming that only PPHs are using the block reserved golf tee times.** This may indicate that these reservations can be used by non-PPHs who are guests, which is doubly unfair to the PPHs who are not Golf Club members and cannot make the early prime reservations.

-In Ordinance 7 Committee meetings, **at the suggestion of IVGID staff,** the Committee looked at the concierge services which IVGID was providing to short term rental owners for beach access, and recommended that **IVGID no longer provide such beach concierge services.** IVGID Staff should look at concierge golf services like transferring individual reservations from the club system to the District POS service, the Golf Genius software system it maintains for the clubs, etc., and consider turning these services back to the Golf Clubs, like it did on beach concierge services. Golf Staff works for IVGID, and needs to be transparent like the Beach Staff were.

-I urge that more be done in the areas of **eliminating some of the incentives on the play pass cards, charging reservation fees for all reservations, increasing golf fees, and reducing expenses, because PPH rates are still not covering operational costs and overhead.** The current Staff proposal is that **at the Champ course the all play combined revenue per round be increased to \$90.63 per round, even though the overhead and operations cost is \$98.58 per round, and at the Mountain course all play combined revenue per round be increased to \$40.77 per round, when operations and overhead are \$53.57 per round,** per the charts at page 30 of the Board packet. The proposed fee increases are still a loss to the District and below what is needed just to cover overhead and operations, and do not cover the costs of capital projects, debt and depreciation (which raise all play at the Champ course costs to \$132.82 and at the Mountain course costs to \$64.07). If the recommended loss is accepted this year, then at least, the golfers need to acknowledge that they are not getting a full increase and that there will be a full increase to cover overhead and operations next year.

**All PPHs should be able to have the same golf experience, golf access and golf expense and that is not the case now.** I hope that golfers read the detail in the Board packet and don't complain about the increase in fees or object to losing the previously discriminatory benefits, and instead that golfers will act more like they are a part of the greater IVGID team, which is covering a good amount of the costs of their golf experience! I hope that the Trustees who golf will keep in mind their obligations to all of the IVGID PPHs and look at the numbers and the discriminatory practices that are not even Board approved, and realize they are not just representing themselves and their family members and other golfers...they represent all property owners who pay Fees to IVGID.

I thank you for your consideration of these thoughts.

Sincerely,

Diane Becker, 805-290-2779

Full time resident and IVGID Picture Pass Holder

**BEFORE THE NEVADA COMMISSION ETHICS**  
**IN THE MATTER OF THE OPINION REQUEST REGARDING**  
**INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT**

This Opinion is in response to a first-party request by the Incline Village General Improvement District (IVGID or "District") Board of Trustees' (Board) regarding the Board's proposed resolution to solicit contributions from local businesses to fund an employee incentive and reward program and to obtain advice in setting guidelines for its operation consistent with the Code of Ethical Standards at NRS 281.481 *et seq.* The Nevada Commission on Ethics (Commission) has jurisdiction in this matter pursuant to NRS 281.511(1) and (2)(b).

The Commission met in Reno, Nevada, on September 29, 1993, to conduct a hearing on the opinion request. Attorney Teresa Miller represented IVGID at the hearing and waived confidentiality on its behalf. The hearing was therefore open to the public. The Commission heard testimony from Ms. Sandy Bendorf, IVGID Employee/Community Relations Manager, and Eric Severance, senior staff member and Manager of the Diamond Peak Ski Resort. Immediately thereafter, the Commission deliberated in closed session. Based upon the foregoing, the Commission makes the Findings of Fact and renders the Opinion that follows.

**FINDINGS OF FACT**

1. IVGID is organized as a general improvement district in conformity with the provisions of Chapter 318 of the Nevada Revised Statutes. IVGID is responsible for the management of community roads, local water and sewer collection, parks, baseball diamonds, tennis courts, golf courses, and a ski resort and recreational center within the District in Incline Village, Washoe County, Nevada.
2. There are approximately 70 year-round, full-time IVGID employees, with as many as 700 to 800 individuals on IVGID's payroll during peak recreational seasons.
3. The IVGID Board of Trustees consists of five elected members who serve staggered four-year terms.
4. On October 24, 1991, the IVGID Board adopted a "Mission Statement" which recognized "people as IVGID's most valuable resource," and declared that each employee's work performance was vital. The Board called upon IVGID managers "to reward individual performance and celebrate team achievements."
5. In the Spring of 1993, the Board reviewed various employee recognition programs of both public and private employers in seeking to accomplish the goals set forth in its mission statement. The Board sought to implement a program which would acknowledge good employee work performance and provide an incentive for continued good service.
6. In June of 1993, the Board drafted a resolution and a personnel policy amendment to implement the employee incentive/reward program. The draft resolution and amendment provided the following:

WHEREAS, on October 24, 1991 the Board adopted a mission statement for IVGID, based upon the central tenets of service, value and people;

WHEREAS, the mission statement identifies people as IVGID's most valuable resource, declaring that each employee's performance is vital, and calling upon IVGID managers to reward individual performance and celebrate team achievements; and

WHEREAS, the Board finds that recognition of IVGID employees encourages good performance, improving work quality, productivity and efficiency and lowering long term costs to taxpayers; and

WHEREAS, on May 26 and June 10, 1993, the Board reviewed employee recognition programs

unique character of each partner. Even though IVGID is responsible for administering what are commonly private or non-governmental businesses, such as a ski resort, recreation center and general golf courses, it must be mindful that the District is nonetheless a governmental entity to which certain public attributes and responsibilities attach. A public body participating in a "partnership" with a private business or businesses remains accountable to the interests of the entire community and not just the interests of its private partners. The Commission is not convinced, especially in view of IVGID's competitive participation in typically private business ventures and its articulation of the importance of business referrals for itself as well as other members of the business community, that IVGID management staff, or a reasonable person in their situations, would not tend to be influenced by gratitude or obligation to donors responding to their solicitations. Such individuals would be more likely to treat or assist businesses who had contributed to the employee award program more favorably than those businesses or residents who had not so contributed. Whether the favorable treatment would be in the form of a business referral or expedited or preferential delivery of IVGID services is irrelevant and that such would *actually* occur is not the issue. The critical point is that the propensity for such preferential treatment is more likely to occur, or could create a perception of occurrence, under the applicable reasonable person standard, if the solicitation component of the employee incentive/reward program is adopted by the IVGID Board.

The Commission concludes therefore, that IVGID's direct or indirect solicitation, through its General Manager or department heads, of private residents and local businesses to contribute to an employee reward program creates a situation in which a reasonable person in the positions of the General Manager or department heads would "tend" to be improperly influenced by knowledge of who in the community has and has not contributed to the program, such that he could depart from the faithful and impartial discharge of his public duties in ensuring the fair and impartial allocation of IVGID services to all members of the Incline Village community.

### **B. Unwarranted Privileges**

NRS 281.481(2) prohibits use of one's position in government to secure or grant unwarranted privileges, preferences, exemptions or advantages for himself or any other person or entity. This Commission previously determined in confidential opinion request No. 91-13, that a director of a public regulatory body violated the provisions of NRS 281.481(2) by soliciting, on agency letterhead, contributions to an employee Christmas party from business entities regulated by that agency.

While IVGID is not a regulatory body, its position in relation to Incline Village residents and businesses is not entirely dissimilar to a regulatory body in that it has exclusive authority over the allocation of necessary sewer, water and road services needed by all community residents and businesses. IVGID also administers community recreational services, most likely desired by at least some, if not all, residents. Contributions that might be donated to IVGID in response to a direct or indirect solicitation, may be involuntary and therefore "unwarranted" in the sense that the solicited individuals or businesses may not be acting as willing participants in the program, but responding only to real, or *perceived*, governmental coercion. Thus, despite IVGID's position that it wants to ensure that businesses would not feel pressured to contribute and that IVGID would neither give those involved any special consideration or preferential services nor render any "retaliation" against a business which did not choose to participate, it would nevertheless in these circumstances be unduly coercive for a business to be faced with a government solicitation for a donation. As with the impropriety of solicitations by regulatory bodies of entities regulated, the perception of coercion or lack of choice for fear of being "out of the loop" of the mutually supportive public/private partnerships encouraged in Incline Village, may be sufficient to create the perception of governmental authority being used to obtain benefits or perquisites for its employees. For these reasons, IVGID's good intentions notwithstanding, there is a reasonable probability that NRS 281.481(2) would be violated should execution of IVGID's solicitation policy ensue.

### **C. Salary Augmentation**

The premise of NRS 281.481(4) is that only the government shall compensate employees for government work and nongovernmental private sources cannot reward, compensate, control or influence a public officer's or employee's public service work performance.

*In Opinion No. 92-17* entitled In the Matter of the Opinion Requests of Professor Looney and President Crowley, the Commission determined that donations from a private foundation made directly to University of Nevada public employees violated the provisions of NRS 281.481(4). The Commission held however, that private donations made

JOE WOLFE

Championship Golf Course	
Year	Amount
<b>20-21</b>	
Operating Rev	\$ 3,214,950
Operating Expense with Depreciation	\$ 4,003,512
Total - Profit (Loss)	\$ (788,562)
Depreciation Expense	\$ 661,006
Operations w.o Depreciation	\$ (127,556)
<b>21-22</b>	
Operating Rev	\$ 3,062,626
Operating Expense with Depreciation	\$ 4,107,208
Total - Profit (Loss)	\$ (1,044,582)
Depreciation Expense	\$ 681,320
Operations w.o Depreciation	\$ (363,262)
<b>22-23 Projected</b>	
Operating Rev	\$ 3,873,100
Operating Expense with Depreciation	\$ 4,410,683
Total - Profit (Loss)	\$ (537,583)
Depreciation Expense	\$ 623,292
Operations w.o Depreciation	\$ 85,709
<b>23-24 Budget</b>	
Operating Rev	\$ 4,466,948
Operating Expense with Depreciation	\$ 4,956,958
Total - Profit (Loss)	\$ (490,010)
Depreciation Expense	\$ 552,000
Operations w.o Depreciation	\$ 61,990



May 8, 2023

Public Comments - Clifford F. Dobler

This written statement is to be made part of the meeting minutes

On March 22, 2023 I provided public comment regarding the allocation of golf tee time. I stated "Approximately 30% to 40% of all rounds played at the Champ Course are by golf club members and are MOSLY at the prime tee times of each day". Apparently certain golf club members believe that the statement was incorrect so I withdraw it; I received the information from Darren Howard. The 30% to 40% of estimated tee times dedicated to the clubs was a "back of the napkin" calculation based on 8,000 round reserved for Golf Clubs out of the 24,000 rounds anticipated during the upcoming season.

However, prime tee times for each day needs more clarification. I respectfully request that Darren Howard provide a definition of prime tee times and give an indication of what percentage of the prime tee time are dedicated to the Golf Clubs.

According to the Agenda General Business E.1 the first eight items are Staff recommendations on setting golf rates. I believe over the past six weeks, Darren and his team, have vetted these items and decided they are appropriate and hopefully comply with Board Policy.

The last 2 agenda items are considerations to develop future Decision Points and consider creating a Board Advisory Committee. These two items should be discussed in detail to determine what is the overall intent and desired outcome.

I would like the Board, without delay, approve the first eight items and have a thorough discussion on the last two items

Since Food and Beverage and Merchandise sales are not part of the Agenda, but according to the Tentative budget make up 32% of revenues at the Champ Course and 25% of revenues at the Mountain Course these departments should be looked at more closely in another meeting. Apparently the last two years of operations have not fared well.

I also suggest that the accounting for the golf courses be conducted on a fiscal year basis rather than a seasonal basis. There is too much confusion with two sets of numbers.

# INVOICE

1 of 1



151 Country Estates Circle  
Reno, NV 89511  
Phone: 800-330-1112  
litigationservices.com

Susan A. Herron, CMC  
Incline Village General Improvement District  
893 Southwood Boulevard  
Incline Village, NV 89451

Invoice No.	Invoice Date	Job No.
1621105	5/17/2023	986099
Job Date	Case No.	
5/8/2023		
Case Name		
Incline Village General Improvement District Board of Trustees Meeting		
Payment Terms		
Net 30		

ORIGINAL AND 1 CERTIFIED COPY OF TRANSCRIPT OF:  
Public Meeting

2,315.15

**TOTAL DUE >>>**

**\$2,315.15**

Minutes for Board of Trustees meeting

The LIT Group 079F

Please note, disputes or refunds will not be honored or issued after 30 days

Charge to 100-11-100-6030

\$500 Base Fee

\$7.95 per page = 228.32 pages

Includes index, full and condensed version

S. Herron 5-17-2023

**Tax ID:** 20-3835523

*Please detach bottom portion and return with payment.*

Susan A. Herron, CMC  
Incline Village General Improvement District  
893 Southwood Boulevard  
Incline Village, NV 89451

Job No. : 986099      BU ID : RN-CR  
Case No. :  
Case Name : Incline Village General Improvement District  
Board of Trustees Meeting  
Invoice No. : 1621105      Invoice Date : 5/17/2023  
**Total Due : \$2,315.15**

Remit To: **Sunshine Reporting and Litigation Services, LLC**  
**P.O. Box 103091**  
**Pasadena, CA 91189-3091**

<b>PAYMENT WITH CREDIT CARD</b>				
Cardholder's Name: _____				
Card Number: _____				
Exp. Date: _____		Phone#: _____		
Billing Address: _____				
Zip: _____		Card Security Code: _____		
Amount to Charge: _____				
Cardholder's Signature: _____				
Email: _____				