

MEMORANDUM

TO: Board of Trustees

FROM: Erin Feore, Director of Human Resources

SUBJECT: Interview Candidates Ana Cortez, Karen Crocker, Robert Harrison, Blaine Oborn and Kent Walrack for the IVGID General Manager position; Discuss and Potentially Select a Candidate for Appointment to the General Manager Position and Possibly Select an Alternative Second Choice; Discussion and Direction to Staff and Legal Counsel Regarding Negotiation of Employment Contract for the IVGID General Manager Position.

RELATED DISTRICT POLICY, PRACTICES, RESOLUTIONS or ORDINANCES: Resolution 1911, Policy and Procedure 144

DATE: October 21, 2024

I. RECOMMENDATION

Following the interview process with the General Manager candidates, the Board makes a motion to:

1. Designate selected candidate and, possibly, designate second choice; and
2. Direct staff and legal counsel to complete the negotiation of the employment contract for newly hired General Manager.

II. BACKGROUND

As directed by the Board of Trustees, the Human Resources Recruitment team created a dynamic flyer to promote the opened District General Manager position. On August 9, 2024, the position was posted both locally and regionally, but also nationwide. As of September 27, 2024, over sixty interested candidates submitted their applications for this position. ***It should be noted that while that number is significant, it is not representative of the number of qualified candidates for this position.***

On September 30, 2024, following extensive review of received candidate information, five potential candidates were identified and recommended to move

on to the interview stage of this process. Each of these candidates has been evaluated to ensure their education, employment history and depth of experience qualifies them for the role of General Manager for the District.

The following candidates were selected to be considered by the Board of Trustees for hire:

Ana Cortez
Karen Crocker
Robert Harrison
Blaine Oborn
Kent Walrack

IVGID staff recommends the following procedure for conducting candidate interviews:

- Candidate resumes, cover letters and supplemental information (if provided) are included in this Board packet for review. Following a brief introductory presentation (not to exceed five minutes) in which each candidate will highlight their experience and background, the Trustees will each take turns (as coordinated by the Board Chair) to ask questions of each candidate. It is recommended that candidate interviews do not exceed 50 minutes.
- Following the last candidate's interview, the Board Chair may allow for public comment.
- After public comment, the Board will proceed to nominate their top candidate for the General Manager position by submitting their candidate list, ranked first choice to last, to the District Clerk. The District Clerk will read aloud each Trustee's selection to identify the top two candidates.
 - If there is a unanimous selection, the Board Chair will proceed as noted below*.
 - If there is not a unanimous selection, the Board Chair will call for a second vote in which all Trustees will be directed to select their top candidate from the top two candidates identified in the previous round.
 - The District Clerk will again read aloud each Trustee's selection to identify the top candidate.
- *The Board Chair will ask for a motion to select the top candidate for the position. Once the motion is passed and the top candidate is formally announced, the Board Chair may provide direction to IVGID staff and/or legal counsel negotiate the new employment contract for the new General Manager and the Director of Human Resources will coordinate with

appropriate staff to bring back the proposed contract for review and possible consideration and approval.

III. BID RESULTS

Not Applicable

IV. ALTERNATIVES

The Board may direct the Human Resources Director to continue the recruitment search until further notice.

The Board may elect to conduct additional Zoom interviews of any or all of the candidates presented.

V. ATTACHMENTS

1. Candidate cover letters and resumes
2. General Manager Job Description

VI. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES

Selection of top candidate for the General Manager position. Direction to proceed to employment contract negotiations.

August 25, 2024

Sara Schmitz
CHAIR
Incline Village General Improvement District (IVGID)
893 Southwood Blvd
Incline Village, NV 89451

Dear Chairwoman Schmitz:

I am eager to express my interest in the IVGID General Manager position. Under your leadership, I am confident in my ability to effectively execute the District's policies, procedures, resolutions, and ordinances, while also ensuring the transparent and collaborative management of the District's \$50 million annual budget.

With 33 years of experience in public service, including a decade in leadership roles, I have been directly responsible for overseeing operations, managing budgets of up to \$250 million, and supervising facilities, activities, staff, and business functions. This includes snow operations which I mastered while managing Helena MT. As a Chief Executive Officer, I have been accountable for service delivery, program implementation, budget controls, and achieving both operational and financial objectives. My extensive work with elected bodies since 1993 has provided me with a deep understanding of board support, hierarchical respect, and directive implementation. My tenure as a City Manager has showcased my ability to lead strategically, drive operational success, manage capital improvement programs, and enhance revenue streams, all while maintaining hands-on involvement.

I am committed to serving the District's management team with a focus on collaboration and communication. My two decades of direct contract experience, including negotiating MOUs with unions, have equipped me with the expertise to design and implement inclusive budgeting processes. My leadership in this area has been recognized, and I am scheduled to present my approaches to participatory budgeting at the Washington Government Finance Officers Association. My budgeting strategies are integrally linked to strategic planning, CIP planning, and Growth Management Act planning. Additionally, my leadership experience has honed my skills in media relations and social media content creation.

My resume reflects a history of courage, resilience, and the ability to act as a transformative leader. I have successfully managed growth, built strong partnerships, facilitated urban and economic development, and navigated complex budgetary and financial challenges. Working with my management teams, I have delivered large-scale projects that exceeded organizational expectations and spearheaded significant technological advancements.

As I conclude my contract with Carnation, WA, I am looking forward to relocating closer to my family in Sacramento. The opportunity to serve a close-knit community with the resources to deliver exceptional services to its residents is particularly appealing to me. My experience as a City Manager has been both challenging and rewarding, and I am eager to apply the lessons to my next role outside of city management. I would welcome the chance to further discuss how my professional background aligns with the needs of your District.

Sincerely,

ANA CORTEZ

City Manager and Chief Financial Officer | Carnation, WA

Population: City/2,200; Metropolitan Area/400,000 | Budget: \$27M

September 2021 – September 2024

- **Policy Development:** Developed and presented policy recommendations to the Council for approval, implementing Council policies and directives. Directed operations and management in compliance with Ordinances, Resolutions, Regulations, Long Range Principles, Strategic Plans, Policies, and Practices.
- **Financial Management:** Transitioned the city to a biennial budget, replaced the chart of accounts, adopted a new BAR system for revenues and expenditures, and designed an investment strategy. Oversaw public bidding and purchasing processes, coordinated ERP system upgrades, and introduced new tools to enhance operational efficiency.
- **Leadership:** Realigned the organization to meet community demands and expectations for municipal services. Established the city's presence within a vibrant metropolitan area, rebranded and promoted the city, recruited a management team, and facilitated annual strategic dialogues. Redesigned the business model for municipal service delivery using Lean Sigma principles. Applied modern management principles, government roles, missions, and effective public engagement.
- **Strategic Planning:** Developed a logic model to guide biennial priorities, delivering tangible results that reflected Council leadership and demonstrated sound use of taxpayer dollars, with 30 major deliverables each year.
- **Contract Management:** Negotiated and managed contracts and agreements, ensuring oversight of deliverables, deadlines, terms, and compliance. This included labor negotiations with union bargaining units and managing service, maintenance, construction, concessionaire, and other necessary contracts.
- **IVGID Relevant Accomplishments:**
 - *Revamped invoice payments: Council analysis of individual invoices to ensure proper justification and review by project manager.*
 - *Revamped budget framework: Shifted council review of revenues and expenses to determine financial condition instead of using budgeted amounts comparisons.*

- *Transitioned Bias financial software to SpringBrook within 18 months.*
 - *Instituted monthly treasury overview by council: bank reconciliations, balance sheets, budget to actual analysis and review of problem funds.*
 - *Created redundancy: implemented systems and training of staff to ensue redundancy in treasury activities.*
 - *Improved financial transparency: provide daily access to finance committee to bank accounts and financial system as a new financial control element.*
 - *Adopted cost recovery fee structure: adopted cost recovery fee structure and ensured implementation with special focus on residential development fees including impact fees.*
 - *Initiated credit card protocols: adopted new protocols to eliminate credit card misuse.*
 - *Instituted new contract management: created a comprehensive inventory of contracts to ensure proper authority and procurement from council.*
 - *Applied new grants management: instituted protocols to accept grants and allocated needed matching funds and set up reporting dates.*
-

Consultant Advisor | Management Partners + ACE + Munitalent- Current

- **Advisory Services:** Provided expertise in diverse operational and programmatic municipal areas. Identified clients for the firm, developed proposals outlining the scope of work, and evaluated ballot proposition impacts on municipal budgets (9212 report).
 - **Executive Searches:** provide search services for management and executive level positions including recruitment, promotion, screening, interviewing and on-boarding.
 - **Strategic Planning and Facilitation:** Provided strategic planning design, facilitation, collaborative policy design, and large community engagement services to the California State University System and its campuses.
 - **Human Resources Support:** Facilitate coaching services for challenged employees, assist with Professional Improvement Plans and as needed, provide off-boarding services- FareWell services.
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City Administrator Leavenworth, WA

Pop.: 2,200 Permanent, 2M/year Tourists | Budget: \$20M. June 2020 – October 2021

- Partnership Development: Cultivated partnerships with public and private organizations to access resources and improve service delivery efficiency. Explored the use of private security to reduce policing costs and managed a \$20M wastewater treatment plan upgrade.
 - Natural Resources Management: Implemented a strategic plan to address deferred maintenance of parks and trails. Developed short-term and midterm strategies for river use and drowning prevention, protected water rights, and created a wildfire preparation working group.
 - Human Resources/PW: Implemented personnel rules and regulations, recommended staffing levels, and maintained direct supervision over contractors and employees. Supervised hiring, firing, motivation, discipline, evaluation, promotion, demotion, transfer, and training within established personnel policies and union contracts.
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City Manager and CFO | Helena, MT

Population: 50,000 | Budget: \$100M. February 2019 – February 2020

- Operations Management: Oversaw operations and management, including property, activities, staff, business, and operations. Responsible for all services, programs, budgets, and overall operational and financial performance.
 - Media Representation: Represented the Council in the community, media, and various entities at local, regional, state, and federal levels, maintaining a positive and professional image.
 - Environmental Stewardship: Expanded the trail system through partnerships with land trust agencies and the Department of Defense, developed maintenance plans, and built new trailhead transition areas.
 - Financial Management: Updated purchasing guidelines, authored the first biennial budget, developed a contract monitoring structure, procured a new ERP system, and trained partners and staff on financial management best practices.
-

Assistant City Manager and Interim Finance Director | Yakima, WA

Population: 100,000 | Budget: \$300M. November 2017 – February 2019

- City Management: Managed and directed city departments, offices, and programs based on the direction and policy of the City Manager and City Council. Assumed City Manager duties and responsibilities as needed, including executive searches.

- Utilities and Airport Oversight: Coordinated department work plans to ensure alignment with Council priorities, environmental goals, regulatory requirements, and best practices.
 - Public Works Support: Assisted the Public Works Director with general operations, policy analysis, HR, finance, and regional collaborations.
 - Financial Oversight: Designed the budget process leading to the adoption of the FY2019 budget. Addressed structural deficits and managed \$1.5M in budget reductions. Oversaw purchasing, utility billing, accounting, and finance, developed the scope for new ERP systems, and updated HR policies for the department.
-

Public Works Administrator | West Sacramento, CA

Population: 60,000 | Budget: \$80M- February 2014 – November 2017

- Plan Execution: Implemented strategic plans for specific initiatives, ensuring results. Assessed staffing and structures of Public Works, managed the department's budget and human resources, and participated in the Innovation Committee established by the City Manager.
 - Public Finance Management: Managed enterprise and gas tax funds for Public Works, negotiating fair share distribution with the City Manager's office.
 - Utilities Management: Oversaw work plans for water treatment and distribution, negotiated solid waste and recycling franchise agreements, and ensured compliance with NPDES reporting.
 - Human Resources Management: Led all HR activities for the department, enforced policies and SOPs, coached managers, and recruited new talent.
-

OTHER: 1994-2014

Community Development Manager | Richmond, CA. Population: 130,000.

- Affordable Housing: Identified development partners to produce affordable housing units, worked with nonprofits to protect and retain affordable housing, and produced annual HUD reports. Developed collaborative efforts combining services and housing.

County of San Francisco, CA. Population: 700,000.

- Public Services Director | Mayor's Office of Community Development (MOCD)
 - Special Assistant | Mayor's Office of Neighborhood Services (ONS)
 - Contract Administrator | Department of Social Services
 - Legislative Assistant | Board of Supervisors
-

Education + Training

- Evans School of Public Administration – University of Washington, M.P.A.
- University of California, Berkeley – B.A. History
- Denver Peak Academy – Black Belt – Lean Sigma
- John F. Kennedy School of Government – Harvard University, Sloan Fellow
- Cultural Competence: Spanish Bilingual, Latino Bicultural
- USGTF Certified Golf Club Manager



WAIVER OF RIGHT TO NOTICE UNDER NRS 241.033

I, the undersigned, hereby affirm that I am aware that NRS Chapter 241 provides that I am entitled to notice of the meeting of any public body which may consider my character, alleged misconduct, professional competence, or physical or mental health, and that the notice must consist of either notice delivered personally to me at least 7 calendar days before the meeting, or notice sent by certified mail to my last known address at least 14 calendar days before the meeting. I hereby waive that notice for the purpose of allowing the Board to expedite consideration of my character, alleged misconduct, professional competence, or physical or mental health in connection with the discussions re: appointment of an interim general manager.

By signing below, I knowingly and voluntarily waive my rights to all written notice requirements under to NRS 241.033. I understand that the Board of Trustees may consider my character, alleged misconduct, professional competence, or physical or mental health at its October 30, 2024 meeting.

A handwritten signature in black ink, appearing to read "Ana Cortez", is written over a horizontal line.

Signature

The name "Ana Cortez" is printed in a black, sans-serif font over a horizontal line.

Printed Name

The date "October 21, 24" is printed in a black, sans-serif font over a horizontal line.

Date

Karen Crocker

General Manager

Dear Erin Feore

Please accept my resume and cover letter as my application for the General Manager position for Incline Village General Improvement District.

I have extensive experience with over 25 years in Municipal Government and Administration. I have strong leadership and management skills, financial and budgeting skills, along with construction management which includes food and beverage, contract services, maintenance and overall full services recreation programs.

Being a current employee of IVGID, I have developed an excellent rapport with the community of Incline and Crystal Bay. As the Interim General Manager, I have been working with all aspects of District operations. My first priority was to get the Tyler Muni system corrected, which an addendum to the original contract was approved by the Board of Directors. My other top priority was to work with the Finance Department to assist with getting our financials in order, which is being accomplished. I have been reviewing and monitoring the Fiscal 2024- 25 General Fund and other Enterprise funds.

Due to past issues with the District's finances, I have been working very closely with the Local Government of Finance, State of Nevada. Although, my prior work experience has been in California, I have been following the Nevada Revised Statutes (NRS), including the budgeting requirements and dates of submittal.

I am politically astute and pride myself on professionalism, honesty, transparency and interpersonal skills. I am open-minded, possess high values, morals, standards and dedicated hard –working ethics.

Thank you for your time and considering me as a candidate for the position of General Manager with Incline Village General Improvement District.

Sincerely,



Karen M. Crocker

Contact



Professional Objective

To work for IVGID where I can best utilize my comprehensive experience, education, and exceptional ability to lead, motivate and mentor a team of employees to be effective and efficient in delivering quality services and projects that enhance the quality of life within the community. Carry out the goals and priorities of the Board of Trustees and General Manager. To be responsive and sensitive to residents, organizational and environmental needs to preserve and enhance the future organizational growth opportunities through collaborative efforts, strategic and economic planning.

Education

Saddleback College
Mission Viejo, California

San Deigo State
University
San Diego, California
BA in Bachelor of
Science

Key Skills

Strong Leadership
Communication
Budget
Multi-tasking
Problem solving
Accountability
Customer Service
High Standards
Self-Directed
Positive and
Motivational

Experience

October 2019 – Present

Director of Community Services • City of Placentia

Director of Community Services for the City of Placentia, California. Responsible for the administration, management, and operation of the Community Services Department, which includes, full-service recreation programs, park, pickleball and tennis courts, athletic and facility maintenance, gymnasium, Senior Center, aquatics, swimming pools, Family Resource Center, and a Navigation Center (homeless shelter). Coordinate with our Police Department, Caltrans, and BNSF for homeless enforcement according to the laws. Preparation and oversight of the annual budget, analyze and monitor, including expenditures/revenues, inventory control, contract administration, joint use agreements and leases. Prepare and monitor the 5-year Capital Improvement Project budget and bid process, which includes request for proposals. Work with the City's lobbyist for grant writing, earmarks, and other resources for various funding opportunities. Construction management and oversight of new construction and renovation projects. Prepare and present City Council reports and power point presentations, prepare new/revised City Council ordinances and resolutions. Possess strong leadership, communication, and mentoring skills to assure accountability, compliance, and customer service of all staff to provide high standards in all aspects of operations and quality of life to residents. Excellent rapport with elected officials, County Board of Supervisors, community groups, school district personnel, downtown merchant's association, and Chamber of Commerce. As a member of the Executive Management Team, formulate and implement City policies and procedures, develop short- and long-term goals and strategic planning.

October 2010 – January 2016

Community Services Director • City of Aliso Viejo

Community Services Director for the City of Aliso Viejo, California. Responsible for the administration and operation of the Community Services Department and special projects, which includes, contract administration, Food and Beverage Operations, a Conference/Banquet Center, Community Center/Family Resource Center, Aquatic Facility, City Parks, Tennis and Basketball Courts, Ranch Site, City wide special events, annual Community Cup golf tournament, City's website and project manager for Capital Improvement projects. In addition, serve as the City's public information officer and the emergency liaison, public relations, quarterly newsletter, marketing and branding of the City. Prepare, administer, analysis and monitor the department budget, including expenditures/revenues, inventory control, trust accounts and capital improvement projects utilizing a computerized financial accounting system. Prepare and submit written reports, financial reports, recommendations and oral presentations to the City Council. Duties include direct, develop and implement goals, objectives, policies, procedures and priorities of the department and City, contract management and oversight, grant administration, select, supervise, train, mentor and evaluate staff. Work with the Engineering and Public Works Department in the coordination of identifying projects, construction and improvements for Recreation amenities and buildings. Provides oversight and monitoring to ensure a high standard of maintenance and safety of playground equipment, parks, athletic fields, trails, facilities and aquatic center, which includes ADA compliance. Represent the City and serve as a liaison at various community functions, meetings, task forces, ad-hoc committees, special interest groups, school district, outside agencies, county, open space and preservation foundation, friends of the library, business community and Chamber of Commerce. As a member of the Senior Management Team, formulate and implement City policies, develop long range goals, strategic planning and provide support to the City Manager.

April 2005 – October 2010

Community Services Director • City of San Juan Capistrano

Community Services Director for the City of San Juan Capistrano, California. Responsible for the administration and operation of a comprehensive Community Services Department, which includes recreational programs ranging from pre-school age to Senior Citizens, athletics, special events, facility management/rentals, parks, sport fields, maintenance, multi-purpose and equestrian trails, easements, open space, historical structures, fundraising, marketing, youth prevention programs and Youth Advisory Board. Duties include direct, develop and implement goals, objectives, policies, procedures and priorities of the department; contract management and oversight; grant administration; joint use agreements; select, supervise, train, mentor and

evaluate staff. Prepare, administer, and monitor the departmental budget, including expenditures/revenues, trust accounts and capital improvement park fund budget. Identify, design, and develop new recreational facilities and parks, to include the bid process, contract administration and oversight. Prepare and submit written reports, recommendations and oral presentations to City Council, Parks, Recreation and Equestrian Commission and other City and/or County Boards and Commissions. Serve as Secretary to Parks, Recreation and Equestrian Commission. As a member of the Senior Management Team, formulate and implement City policies, develop long range goals, strategic planning and provide support to the City Manager. Represent the City and serve as a liaison at various community functions and boards.

February 1990 – April 2005

Community Services Manager • City of San Juan Capistrano

Community Services Manager for the City of San Juan Capistrano, California. Responsible for the day-to-day operations of the department. Areas of responsibility included: budget preparation and monitoring, supervision of recreation division staff, programs, special events, sports, instructional classes, building/park /field rentals, community center, multi-purpose trails, seniors, pre-school, youth and teens, quarterly newsletter, and registration. office. Planned and coordinated the City's annual 4th of July celebration and Firework display, tree lighting ceremony and summer concert series. Developed marketing and promotional items. Assisted the Economic Development Department by incorporating "Shop and Dine" in recreation programs, special events, sports tournaments and other large-scale events. Prepared fundraising packets and marketed programs for sponsorship development. Support to the Community Services Director and serve as Acting Director in the absence of Director. Prepared and presented written and oral reports to the City Council and Parks, Recreation and Equestrian Commission. Prepared written speeches for the Mayor for presentations and special events. Represented the City in various community organizations and meetings. Served as the City's steering committee chairperson for the annual return of the Swallow's Day Parade.

May 1988 – February 1990

Community Services Recreation Supervisor • Saddleback Valley Unified School District

Community Services Recreation Supervisor for Saddleback Valley Unified School District. Responsible for the oversight and management of four (4) County Service Areas and the City of Mission Viejo for Recreation Services. Planned, coordinated and implemented all Saddleback Valley Wide special events, 13 playground sites and teen programs. Prepared and monitored annual budgets and quarterly billings for the County Service Areas and City of Mission Viejo. Prepared monthly, bi-annual and annual reports to the Recreation Advisory Board, City of Mission Viejo and Orange County Board of Supervisors. Supervised a staff of 35 part-time and seasonal employees, including managing

and leading staff, selection of employees, training and development, assignment of duties and projects and monitored performance, progress, and results. Oversight of the Volunteer Junior Leader Program, with 44 volunteers.

April 1987 – May 1988

Recreation Specialist • Saddleback Valley Unified School District

Recreation Specialist for Saddleback Valley YMCA. Responsible for the operations of a childcare/recreation school site for children ages 5-12. Planned, coordinated, and implemented recreational enrichment programs for students at elementary school. Supervised five (5) employees. Prepared weekly reports, monthly calendars and coordinated special programs with the School Principal.

1976 – 1984

General Recreation Manager • Department of Navy Recreation Services

General Recreation Manager for Naval Station San Diego, California. As a civilian employee, responsible for the management of three (3) recreation centers within the City of San Diego. Supervised three (3) center supervisors, six (6) full-time employees and fifteen (15) part-time staff. Duties included facility management, budget oversight, prepared profit/loss statements per facility and analysis, facility maintenance contracts, outside consultants. Prepared written and oral reports to various levels of military personnel, including presentations using appropriate protocol and interpersonal skills.

Most Recent Projects and Professional Accomplishments

The below are a sampling of projects that show a variety of skill sets that were used to initiate and complete the projects:

Design of a new Senior/Community Center – Within the past year and a half, negotiated a land lease with the County of Orange for a 95 year lease at no cost, to build a 30 sq. ft. Senior/Community Center. Once that was approved prepared a Request for Qualifications for a design firm to prepare a 35% design and engineering plan of the proposed facility. This project is still in the process of completing the second phase which is a 100% design. I have kept the City Council updated on all phases of this project, with various presentations.

Placentia Park Initiative – When I first started with the City of Placentia, I did an assessment of the City Parks and Playgrounds. All fifteen (15) parks needed renovation. The playgrounds were outdated, unsafe and installed in the 1970's. Staff, City Administrator and two (2) City Council members spent two days with me, walking each park, where we itemized amenities that

needed to be replaced or repaired. As a result, I presented a five (5) year plan to the City Council where they approved the Park Initiative. The plan was based on a priority list, with safety being the top priority. Within the last one and a half years, 8 playgrounds have been replaced. Currently, in design for two new renovated parks through Proposition 68 grant funding.

Arroyo Verde Park Renovation – One of the top priorities of the City Council was to renovate Arroyo Verde Park. Bid the project for a design consultant, conducted community meetings for design concepts, went through the bid process for construction contractor. The park was constructed and a ribbon cutting took place beginning of May 2024. My department was also responsible for the ribbon cutting event.

Pre-School Building Renovation – I was the project manager for the renovation and construction of a new interior restroom in an unused City recreation facility. The city recreation facility was unused, as part of the assessment, I submitted a CIP project to renovate the facility to be used as a revenue-based pre-school. This project was under budget and the current pre-school program is thriving.

Construction of Navigation Center – Assisted with the design and construction of a Navigation Center (homeless shelter) for our unsheltered residents. As part of a court order by a Federal Judge, the City of Placentia, along with twelve (12) other cities formed the North Spa (North Orange County Service Planning Area) collaborative. Under the Boise decision, the cities were court ordered not to enforce our anti-camping ordinance unless there was a shelter that the unsheltered could be referred to. Therefore, the North Spa combined the Permanent Housing Funds together to provide two regional shelters within the County. The 100-bed facility was built within six months. My department prepared a request for proposal for an operator of the Navigation Center. We opened the facility March 2020 during COVID. The Navigation Center is under my responsibility.

Professional Affiliations

Member, National Recreation and Park Association
Member, National Aquatic Management Association
Member, California Parks, and Recreation Society
Member, Rotary Club International



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By signing below, I knowingly and voluntarily waive my rights to all written notice requirements under to NRS 241.033. I understand that the Board of Trustees may consider my character, alleged misconduct, professional competence, or physical or mental health at its October 30, 2024 meeting.

Karen Crocker

Signature

Karen Crocker

Printed Name

10-21-24

Date

September 8, 2024

Incline Village General Improvement District
893 Southwood Blvd,
Incline Village, NV 894541

Honorable Board of Trustees:

Herewith is my cover letter and resume for consideration of the Incline Village General Improvement District General Manager position. Working for this organization would be an exciting next step in my career and I would love to work with the Board to lead a unique organization.

I have a 30-year career in City Management, with 28 years of service as a City Manager in three different states. I have worked in a variety of small and large cities, each with different leadership, financial, and capital needs. In two communities of which I have served, there existed a unique tourism-oriented focus. My most recent community in Yakima (98,000) where I served as City Manager, has tremendous tourism around our wine, agricultural, and beer industry. The wine industry is known as one of the top 10 areas for wine in the nation. For craft beers, 80% of the U.S. hops market is served by Yakima hops, and there are a tremendous number of breweries that have developed and attract tourists. Yakima is also known for its recreational opportunities, and has excellent hiking trails, a greenway, youth sports, along with fishing in the Yakima River. Lastly, after completing a large addition to the Yakima Convention Center, Yakima had the third largest Convention Center in Washington State.

Issaquah Washington, where I served as City Administrator, is known as the Trailhead City. Issaquah is the gateway to the Cascades as you leave Seattle, with large protected public lands that are used for hiking and other recreation, like paragliding, horse riding, and mountain bike riding. Issaquah is also home to Lake Sammamish State Park. Nestled on Lake Sammamish, this state park is home to boating, fishing, kayaking, picnicking, youth baseball, youth soccer, as well as nationally televised events, like the professional beach volleyball association. Issaquah also owned two public facilities that were used for private events, like weddings, fundraisers, galas, etc.

In Issaquah, I have managed a community that experienced rapid growth, growing from 27,000 residents to 38,000 when I left. In addition to residential growth, there was large commercial growth including an expansion of Costco Corporate Headquarters and the development of a regional, private hospital. I understand the pressures that can be placed on existing infrastructure and the need for investment in infrastructure to manage that investment.

As City Manager of Yakima, I had 14 direct reports and 753 employees. Yakima is a full-service city providing services in public safety (police, fire, jail, judicial), a regional airport providing commercial service, a transit system, water, storm, and sewer utilities, public works, parks and recreation, finance, human resources, information technology, clerks, community and economic development. The City's overall budget was \$253 million and our general fund budget was \$70 million.

I have significant leadership experience in leading an organization, working closely with an elected board to implement the vision of the organization and set up strategic plans. I have implemented the High-Performance Organization model that focuses on developing management structures and systems that empowers employees to make decisions, develops a common set of organizational values that all employees subscribe, utilizes LEAN principles to create high performance systems and focuses on excellent customer service. I have also taken a leadership role in my profession, serving as a West Coast Vice President for the ICMA (International City County Management Association) and on the board of the Local Government Hispanic Network (LGHN).

I have excellent financial management skills as well, from operational budgets to capital planning. I have used three-year financial forecasts for operations and five-year capital plans to ensure financial sustainability. I have upgraded the bond ratings in Wyoming, Issaquah, and Renton to AAA during my leadership.

Since leaving Yakima in February this year, I have been doing my own consulting work. I want to be selective on which organization I would like to lead during this next phase of my career. When I saw this position advertised on the ICMA job board, it met my criteria of a unique managerial/leadership experience, located in a beautiful outdoor environment with a focus on recreation and sustainability, and an organization with solid board leadership with a focused organizational mission.

I would enjoy the opportunity to lead your organization and am readily available both for an interview, and to begin employment if I was the selected candidate. You can reach me at

[REDACTED]

Respectfully,



Robert Harrison

Robert W. Harrison



EDUCATION

Master of Public Administration - University of Wisconsin-Milwaukee	1994
Bachelor of Arts – Marquette University	1991
Senior Executive Institute - University of Virginia Cooper Walden Center	2002

WORK EXPERIENCE

President

The Harrison Group, LLC (February 2024 – Present)

Owner and President of The Harrison Group LLC. The Harrison Group provides general, public-sector consulting in several public service areas including executive search, strategic planning, council relations, facilitation, community outreach, investigations, public safety programming, and organizational assessments.

City Manager (September 2020 –January 2024)

City of Yakima, Washington (100,000 Population)

General Duties: Worked closely with the City Council and Leadership team to achieve Council plans and priorities for the community. Provided leadership for the city in developing the administrative work culture, representation to the community, and partnering with neighboring cities. The City of Yakima has an annual budget of \$251,200,000 and 757 employees.

A sample of the accomplishments include, but are not limited to:

- Led our pandemic response to the community including providing critical grants to our business and non-profit community to weather the storm during the critical points of the pandemic.
- Developed a plan approved by the City Council for the expenditure of \$26.2 million ARPA funds. Utilization of funds have significantly enhanced the City’s financial condition as well as provided investment in critical social infrastructure in the community.
- Continuing work with our elected officials on developing a sustainable financial strategy that will provide more strategic investment in operations and capital investment.

- Completed a 40% increase in square footage the City's Convention Center during the pandemic. Currently negotiating to bring in hotels abutting the Convention Center.
- Secured over \$20 million in state and federal grant funding for a variety of community capital projects. The most significant of which is \$ 11 million for a new pool on the east side of Yakima, a historically disadvantaged part of the community.
- Coordinated with our Leadership Team a comprehensive plan for the reduction of crime within the community, with a focus on domestic violence reduction, pro-active code enforcement, graffiti abatement, and gang initiatives.
- Developed and recruited an excellent Leadership Team built on a foundation of trust and mutual respect. Coordinated focus and resource investment on strategic priorities.
- Focused on economic development at the City of Yakima airport and the convention center district.
- Acquired a vacant neighboring property to city hall and coordinated a space study to consolidate outlying facilities and leases into a new facility and creating a vision for a new civic campus in the downtown area.
- Incorporated LEAN process that led to process improvements in development review, records management, and purchasing.

Chief Administrative Officer (May 2018 to May 2020)

City of Renton, Washington (105,000 population)

General Duties: Worked closely with the Mayor and the City Council to achieve their vision while being responsible for administrative leadership, Council and community relations, and all administrative functions involved with operating a municipal government. A sample of accomplishments include, but are not limited to:

- Active decision making in response to pandemic including nearly 300 employees transferred to telecommuting within a few days, development of an investment framework for use of CARE funds, coordinated budget response to decreasing revenue, worked closely with Unions to make sure employees were informed and safe.
- The City's bond rating upgraded to AAA from AA.
- Issued recreation bonds for the rehabilitation of several parks, fields, and recreational facilities. Built a new fire station and water tower.
- Continued focus on organizational inclusion, with the Inclusion Task Force, and the implementation of the HR Inclusion Tactical Plan.
- Completed evaluation of City's cybersecurity infrastructure and investment to enhance security of City systems. Enhanced telecommuting infrastructure, put in place Renton Responds Citizen service request app and incorporated Zen City into City operations.
- Reorganizing the City's community outreach and communication efforts into a cross functional team to enhance the City's outreach efforts.
- Expanded the intergovernmental program to include focus on Regional, Federal, and County issues in addition to the outreach to the State Legislature.
- Expanded the Renton Results program to include focus on leadership, employee empowerment, LEAN, and refocus on results that matter.

City Administrator (October 2010 to January 2018)

City of Issaquah, Washington (40,000 population)

General Duties: Worked closely with two Mayors and the City Council to achieve their vision while being responsible for administrative leadership, Council and community relations, and all administrative functions involved with operating a municipal government. A sample of accomplishments include:

- Managing an overall budget of approximately \$150 million. Bond rating upgraded to AAA in 2013.
- Introduction of the High-Performance Organization Model and Lean Management into the organization. Known as the “Quah” this organizational culture program is built on developing employees in leadership, teamwork, ethical stewardship, and mutual respect for people with the goal of providing the highest level of public service. Have recruited and developed a high performing Leadership Team.
- Coordination of the Central Issaquah Plan that will guide redevelopment in the Central Core for the next thirty (30) years. Now 10 years into the CIP rezone, the city is experiencing significant redevelopment in the City’s core.
- Recognized national leader in communications and social media.
- Development Agreement consummated with Costco International to retain corporate headquarters in Issaquah and expand with an additional 1.5 million square feet of office space. The city has also consummated development agreements with Rowley Corporation and Lakeside that has resulted in planned redevelopment today and over the next 20 years.
- Reorganization of the Planning and Building Departments, and portions of the Engineering Department into the Development Services Department and streamlined the City’s development review process. Created the Economic Development Department. This reorganization has resulted in enhanced development processes and improved business retention and attraction.
- Development of a new City Health Insurance Plan built on a sustainable economic model which is self-insured and provides enhanced consumer choice. Nearly always a low claims leader within WCIA with a robust risk management program.
- Coordinated the development of the first Platinum LEED level Fire Station in the US. Created the Sustainability Department to implement best sustainability practices within the City and the organization.
- Implemented MUNIS Financial systems including work orders and utility billing. We have revamped the IT Strategy to a cloud-based solution both with MUNIS and the implementation of Office 365.
- Coordinate with the City Council the development of an annual Legislative Agenda and a Regional Agenda to ensure that Issaquah’s policy objectives have an influence regionally and benefits from attention from the State Legislature.
- Development of several planning efforts including the City’s Walk and Roll Plan focused on Mobility, Parks and Open Space Plan Phase I, Confluence Park Master Plan, and Economic Development Strategic Plan.

City Manager (August 1998 to September 2010)

City of Wyoming, Ohio (8,300)

General Duties: Responsible for Administrative leadership as City Manager, working closely with the City Council to achieve Council policy objectives, coordinated community relations, and all administrative functions involved with operating a municipal government, including human resource management, labor negotiations, finance, economic development, budget development, and strategic planning. A sampling of significant accomplishments includes:

- Highly effective coordination, communication, and cooperation with six different City Councils during my tenure to accomplish the Council's and community's objectives.
- Recognized financial excellence. In 2009, upgraded by Standard & Poor to AAA bond rating. Annually awarded the GFOA award for excellence in Financial Reporting and regularly received the State Auditor's award for financial management.
- Introduction and implementation of the High-Performance Organization model into the City's organizational culture. I developed recognized leaders in the City's various departments through mentoring, coaching, and staff development.
- Redevelopment of the City's Central Business District through streetscape and infrastructure improvement, property acquisition and redevelopment, and by attracting significant private investment in buildings and new businesses.
- Tangible investments in the City's infrastructure, facilities, and equipment during my tenure that visibly made the city a more attractive place to live and have enhanced community safety services. Nearly all investments leveraged grant funds.
- Acquisition and development of a Recreation Center (1999) for the community including the opening of the region's premier Community Aquatic Center (2007). Additional recreational enhancements include the development of a community Skate Park, expansion and development of City parks and green areas, playground replacement, park acquisition and expansion, and development of soccer/lacrosse facilities.
- Enhanced the City's telecommunications, social media presence, and management information systems infrastructure by connecting all City facilities with a fiber optic wide area network, implementing a new phone system, introducing a City Manager's blog for community wide contact, developing a social media presence on Facebook and Twitter, and developing a first-class web site. The city also migrated all its Management Information Systems into Incode (Tyler Technologies) in 2008, a modern ERP system.
- Coordinated the redevelopment of a blighted commercial big box property with new high-end condominium units significantly enhancing the City and School District tax base.
- Effectively facilitated cooperation with the Wyoming School District, Hamilton County, and neighboring communities on a variety of initiatives for the benefit of both organizations and the community. Coordinated the development of a 10-Year Master Plan for the Community involving hundreds of community volunteers along with a steering committee. Completed in 2007.
- Oversaw the construction of a new City Water Plant in 1999.

ADJUNCT PROFESSOR (2008 – 2010)

Northern Kentucky University: I taught in the MPA program and have taught graduate MPA courses in Ethics and Human Resource Management.

City Administrator/Clerk/Treasurer (November 1996 to August 1998)

City of Mosinee, Wisconsin (4,050) General Duties: Responsible for all administrative and financial functions. A sampling of significant accomplishments included:

- Spearheaded redevelopment of historic downtown Mosinee by initiating the creation of a Business Improvement District, public investments in streetscape and ornamental lighting and developed public and private partnerships for downtown investments including grants.
- Developed and implemented a financial plan that eliminated a significant general fund deficit and cash deficit and balanced the City books within 2 years through reduction in costs, development of innovative revenue programs, debt reorganization, and receipt of grants totaling over \$500,000 ranging from economic development to telecommunications.
- Spearheaded the development of new business and the retention of existing businesses in the City's Industrial Park through creative marketing, economic incentives, and innovative public/private partnerships and coordinated intergovernmental relations between the City of Mosinee and the Central Wisconsin Airport.

Assistant to the City Administrator (January 1995 to November 1996)

City of Wauwatosa, Wisconsin (50,000)

General Duties: In addition to the normal administrative functions associated with the City Manager's office, I was responsible for producing analysis and reports for the City Administrator, Mayor and City Council; served as city staff representative to a number of City and Intergovernmental committees; assisted in the development of the annual budget, coordinated programs involving multiple departments, managed the City's telecommunications efforts, and created and coordinated a number of innovative customer service improvement programs. Coordinated efforts with the City Administrator and the Planning Director in the development of a high- tech research park.

Management Intern (1993 – 1994)

Village of Whitefish Bay, Wisconsin (14,000)

General Duties: Analysis and report writing for the Village Manager. Coordinated much of the analysis for the creation of a seven (7) community consolidation of fire departments in the North Shore communities of Milwaukee. Also managed code enforcement for the property code.

Boards, Committees, and Organizations

- **LGHN (Local Government Hispanic Network)**
Board Member (2013 – 2024); Vice-President for Membership (2019-2022); President Elect (2022-2024)
- **ICMA (International City/County Management Association)**
ICMA Board Vice President (2013 – 2016); ICMA Board Membership Committee Chair (2016); Government Advisory Committee (2017 – Present); Liaison to the International Hispanic Network, and California, Oregon, Washington & Nevada Associations International City/County Management Association Conference Planning Committee (2009); International City/County Management Awards Evaluation Panel (2009 – 2011).
- **GFOA (Government Finance Officers Association)** Active member of the Re-thinking Budgeting Task Force including twice being a panelist on programs on community participation in budgeting and decision making.
- **SCA (Sound Cities Association)** Board Member (2015-2016) Finance Committee Member
- **WCCMA (Washington City/County Management Association)** Co-Chair: Local Host Committee for 2015 ICMA Conference
- **E-City Gov** Board Member 2010 – 2016 serving as Board Chair 2013 - 2016
- **OCMA (Ohio City/County Managers Association)** Past President – July 2010 – October 2010 President – July 2009 – June 2010 Vice-President - July 2008 – June 2009 Treasurer - July 2007 – June 2008; Board Member 2003 - 2010
- **Promote Wyoming Committee** – Recognized as Wyoming Citizen of the Year in 2003



WAIVER OF RIGHT TO NOTICE UNDER NRS 241.033

I, the undersigned, hereby affirm that I am aware that NRS Chapter 241 provides that I am entitled to notice of the meeting of any public body which may consider my character, alleged misconduct, professional competence, or physical or mental health, and that the notice must consist of either notice delivered personally to me at least 7 calendar days before the meeting, or notice sent by certified mail to my last known address at least 14 calendar days before the meeting. I hereby waive that notice for the purpose of allowing the Board to expedite consideration of my character, alleged misconduct, professional competence, or physical or mental health in connection with the discussions re: appointment of an interim general manager.

By signing below, I knowingly and voluntarily waive my rights to all written notice requirements under to NRS 241.033. I understand that the Board of Trustees may consider my character, alleged misconduct, professional competence, or physical or mental health at its October 30, 2024 meeting.

Robert W. Harrison

Signature

ROBERT W. HARRISON

Printed Name

10/22/2024

Date

Blaine Oborn, ICMA-CM, MPPA



September 10, 2024

Incline Village General Improvement District, NV

Dear Human Resources:

Please consider this cover letter for the General Manager position. Your consideration is appreciated.

I have over 20 years of experience as a local government professional manager, over 38 years of experience in government, 4 years of experience as a part-time college instructor, and my education consists of a master's degree in public/policy administration (MPPA), bachelor's in business/accounting, and an ICMA Credentialed Manager (ICMA-CM). I have been acknowledged as an innovative leader with demonstrated ability to improve government finances, be innovative, establish new programs, passage of four voter referendums, support Main Street America in three states, collaborate with others to improve a community, and provide leadership and vision to governing bodies and staff. I am a formidable candidate for this opportunity with these accomplishments, experience, and skills.

I recently served as the City Administrator for the City of Oak Harbor, Washington with a population of 24,940 and a full-service city. I am a well-rounded seasoned professional local government leader with extensive experience in local, state and the federal levels of government. Current accomplishments include leadership through the pandemic, handling extensive and sensitive Public Works Department personnel issues, lobbying and securing grant funding, creation of a Parks & Recreation Department, pursuing economic development grants, redevelopment, and closure of a \$117 million capital project.

I offer this leadership, experience, education, and conceptual and problem-solving skills along with my dedication as a professional through personal expertise and my motivation for imparting such knowledge to others. I have a proven ability to plan, coordinate and lead in the area of public & fiscal policy. My full range of experience and proven skills will assist in providing excellent leadership to the full range of administrative/executive functions and in dealing with issues facing your organization.

I thank you for allowing the opportunity to share my qualifications and background in this letter and the attached resume.

Sincerely,
Blaine Oborn

WORK EXPERIENCE

City Administrator, City of Oak Harbor, Washington (August 2018 – February 2024). Chief Administrative Officer (CAO) reporting to a strong Mayor for City with a population of 24,940 and \$60 million combined budget with approximately 185 employees. Services included: Public Works with engineering, streets, water distribution, wastewater treatment & collection, stormwater, solid waste, and central services; Parks & Recreation with parks, marina with 450 slips, and senior/recreation services; Development Services with planning and building permitting; Police with 29 sworn officers and support staff; Fire/EMS with about 14 full-time and 30 part-time employees; Finance; Humans Resources; and Executive/Administration. Accomplishments include: Voters approvals of: 1) Local transportation sales tax, 2) Second fire station bond, and 3) Increased fire staffing levy; Splash park opening; \$117 million Clean Water Facility Construction Project audit and closing resulting in savings and reduction in sewer rates; Creation of Parks & Recreation Department; Support of National Main Street Program; Fair labor negotiations with three unions; and strong legislative outreach and securement of numerous grants. Strong leadership skills building a collaborative and dynamic team working to improve the community we served; excellent communication skills; extensive knowledge in strategic planning and budgeting; and advanced conceptual and problem-solving skills to address firsthand issues facing the City.

City Administrator, City of Lake Geneva, Wisconsin (May 2015 – August 2018). CAO reported to eight-member Council and Mayor for City with a population of 8,500 (daytime tourist population of up to 40,000) and \$15 million combined budget with approximately 90 full-time and 150 part-time/seasonal employees. Services include: Parking with \$1 million annual revenue; Public Works with streets, parks, cemetery, water, sewer, and stormwater; Lakefront with Riviera concourse shops and ballroom, piers, boat landing, beach, and boat slip and buoy rentals; Police with 24 sworn officers and dispatch; volunteer/part-time Fire/EMS; Building and Zoning; Clerk; Finance; City Tourism Commission; and Library. Accomplishments include implementing merit pay plan, closing solvent Tax Incremental Financing (TIF) District, implementing a compensation policy with evaluation merit increases, closing an extensive and sensitive police department personnel issue, consolidation of services for improved efficiency and cost savings, and increasing public safety services without raising property taxes.

City Administrator, City of Rhinelander, Wisconsin (August 2011 – May 2015). CAO for City with population of 8,300 (daytime population of 13,000) and \$12.5 million combined budget with approximately 100 full-time and 100 part-time/seasonal employees. Accomplishments include positive leadership in tough times, local voter approved tourist sales tax, supported National Main Street Program, improving bond rating, fair labor negotiations with four Unions, created Tax Incremental Financing (TIF) Districts for \$78 million facility, and managed \$10 million in capital infrastructure projects.

Village Administrator, Village of Kronenwetter, Wisconsin (July 2009 – August 2011) with a population of 7,210 covering 52 square miles. Work accomplishments in the following areas includes: successfully managing \$6 million budget; infrastructure improvements including \$440,000 bicycle path grant, two subdivision developments, state transportation interchange project, water tower painting, sewer lift stations rehabilitation; economic development by obtaining zip code recognition, managing four tax incremental districts, and obtaining \$25,000 CDBG grant; and finance with controlling budget to maintain fund balance reserves and capital replacement fund.

BLAINE OBORN, ICMA-CM, MPPA

WORK EXPERIENCE (Continued)

City Administrator, City of Ronceverte, West Virginia (June 2005 – July 2009). Successfully managed all the affairs of a small but complex full-service City with 21 full-time employees and up to 20 seasonal employees. Work accomplishments includes: successfully managing meager government resources; infrastructure improvements including a \$3.5 million water grant and loan project, a \$200,000 streetscape grant project, a \$100,000 land and conservation grant project, and a \$1,500,000 sewer loan project; supported National Main Street Program, revitalize the downtown bringing in 10 new businesses, and a \$200,000 brownfields assessment grant project; development by bringing in two new developments, and a \$3 million developer funded water and sewer line extension; and finance with implementing a plan to pull the City out of an inherited deficit.

Adjunct Faculty, Greenbrier Valley Campus of the New River Community and Technical College, Lewisburg, West Virginia (August 2005 – June 2009) teaching business communications courses.

Interim Fiscal Positions, (December 2003 – June 2005).

Finance Director, City of Angels Camp, California (April 2002 – November 2003). Planned, organized, and directed a staff of five in the Finance Department of a full-service City including water and sewer utilities with 39 full-time employees and \$6 million operating budget and \$9 million capital projects budget. Accomplishments include: produced operating budget with comprehensive analysis, produced city's first capital projects budget, cleaned up grant reporting so City did not lose funding, properly accounted for water and sewer special fees enabling City to embark on ambitious ten-year project plans, prepared analytical reports and spreadsheets for decision makers, and improved financial records.

Accounting Grants Manager and Fiscal Analyst, State of California, Sacramento, California (July 1989 to April 2002). Last position supervised staff of 18 performing administration duties including accounting and grants management for a state agency with 1,000 employees, an annual operating budget of \$100 million, annual outgoing local assistance grants of \$150 million, and incoming grants of \$12 million.

Accountant/Student Intern, United States Air Force at McClellan Air Force Base, California in Accounting & Finance (June 1986 to July 1989) as a civilian employee and in an intern program.

EDUCATION

Master of Public Policy and Administration (MPPA); California State University, Sacramento; May 2001.

Bachelor of Science in Business Administration (Accountancy) and Minor in Economics; California State University, Sacramento; May 1988.

ACHIEVEMENTS:

International City/County Management Association - Credentialed Manager (ICMA-CM), 2023-Present.
ICMA. 20 year Membership Recognition in 2023.

Economic Development Council of Island County Board Member, in Coupeville, WA, 2019-2024.

Special Olympic Coach, in Oak Harbor, WA, 2020-2024.

Oneida County Leadership Graduate, in Rhinelander, Wisconsin, 2012.

Citizens Academy Graduate, from Rhinelander, Wisconsin Police Department, 2012.

Public Official of the Year Award from the West Virginia (WV) Governor for WV Main Street, 2007.

School Board Member, Camptonville Academy Public Charter School, Grass Valley, CA. 03/02- 04/03.

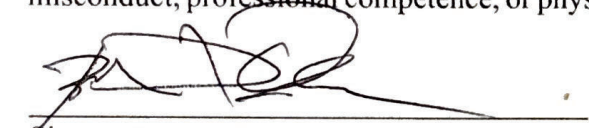
4H Leader for therapeutic horseback riding program in Yuba City, California, 1999-2002.



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By signing below, I knowingly and voluntarily waive my rights to all written notice requirements under to NRS 241.033. I understand that the Board of Trustees may consider my character, alleged misconduct, professional competence, or physical or mental health at its October 30, 2024 meeting.



Signature
Blaine Oborn

Printed Name
10-21-2024

Date

Dear IVGID Board of Trustees,

Please be advised that I have recently submitted an application and resume for consideration for the General Manager position for IVGID.

After moving to Crystal Bay, Nevada in 2022 on a full time basis, I have been involved in the local community thru my interest in golf, skiing, and other recreational activities.

Through these activities I have noticed many challenges that IVGID is facing in managing many of these venues as it relates to meeting the needs of the customers. I have voiced a few of these concerns at the Board of Trustee meetings during the public comments portion of the meetings.

Prior to moving to Crystal Bay, Nevada I spent 38 years in Fresno California building a food manufacturing business that served the Food Service industry. We supplied many large customers like McDonalds, Starbuck's, Dunkin Donuts, and several others in top 100 restaurant chains, fruit and flavor based products. We operated 4 manufacturing plants in both the west and eastern parts of the US Market. We employed over 1200 employees and had revenues in excess of \$600 Million dollars. We sold our company in 2017 and continued to assist the new owners until 2021 when I retired.

In reviewing IVGID and the tremendous history it has in developing the assets it has accumulated since 1961, we are all quite fortunate to live in such a beautiful location with these resources.

With my background in building and managing a business from humbling beginnings to become a major corporation in the Food Industry, I see many opportunities to utilize my talents to help IVGID reach new heights in delivering world class service to it's customers in order to improve the execution of IVGID'S mission and to improve relations with the local community.

Upon your review of my attached resume please advise if you have any additional needs or questions.

Thank you for your consideration regarding this opportunity.

Best Regards,

Kent Walrack

KENT WALRACK



A highly skilled executive with experience in leading 4 different organizations including a 38-year career with Lyons Magnus, a Food Manufacturer for the Food Service and Retail industries. While serving as the President/Chief Operating Officer at Lyons Magnus I served on 3 additional Boards related to the food industry. These include the National Restaurant Association based out of Washington DC, the International Food Manufacturers Association based out of Chicago, ILL and Sunnyside Country Club based out of Fresno California. In each of these organizations I was elected as the Chairman of the National Restaurant Association Educational Foundation in 2022, Chairman of the International Food Manufacturers Association in 2013, and I was elected at the President of Sunnyside Country Club in 2007.

During my career with Lyons Magnus which included roles as the President/Chief Operating Officer and Executive Vice President, Chief Strategy Officer, I was responsible for growing revenue on average double-digit percentages each fiscal year and achieving our net income objectives each fiscal year during my tenure. We operated 4 manufacturing plants located in Fresno, California, Walton, Kentucky, Beloit Wisconsin and Cleveland, Ohio. We also employed over 1200 employees in managing our business. I have experience in performing under both a Family-Owned operation as well as a Private Equity owned company. As the past President and Chief Operation Officer I had responsibility for the development and execution of our Annual Operating Budget which had revenues exceeding \$600 Million as well as the development and execution of our 5-year strategic plan.

After recently retiring from Lyons Magnus, my strategy is to use my 38 years of experience to lead an organization to help achieve the goals for the entity. My vision is to dedicate the next 8 years of my career in a role where I can make the most substantial impact. My value proposition is my leadership skills as I have a long history of hiring and keeping top talent that performs at the highest level to achieve our stated objectives.

PROFESSIONAL EXPERIENCE

Crystal Bay Ventures, LLC, Crystal Bay, October 2022 to present.

Principal Owner of a Consulting Company I started in 2022. My focus is to assist companies to succeed in the Food Service Industry. My first client is a company called Hyer who is focused on providing labor on demand for the Food Service and Retail Industries. I was successful in gaining the endorsement of the Council of State Restaurant Associations in offering this service thru all 50 State Restaurant Associations in the US Market.

Lyons Magnus, Fresno, CA, 1983 – September 25, 2021.

Executive Vice President, Chief Strategy Officer, October 2018-September 2021

Focused on executing Mergers and Acquisitions for the company. Led the acquisition of Tru Aseptics based out of Beloit, Wisconsin which specialized in manufacturing low acid beverages for the retail and foodservice markets. Also, led the acquisition of Phillip's Syrups based out of West Lake, Ohio which specialized in the manufacturing of syrups and sauces for the specialty coffee market. In all we managed a pipeline of 359 companies that were potential acquisition targets that we researched and executed an outreach strategy to schedule introductory meetings.

President/Chief Operating Officer, 2005 – September 30, 2018

Was responsible for the execution of our annual Operating Budget to deliver our Sales, Sales Deductions, Cost of Goods, Gross Profit, Operating Expenses, and EBITDA projections for each fiscal year. Responsibilities included, Sales & Marketing, Corporate Accounts, Purchasing, Human Resource, Dairy/Industrial Division, and our Dispensed Beverage Operations Division. Managed a several hundred-million-dollar budget each Fiscal Year and have a history of delivering year over year improved results. Have responsibility for 109 direct employees and 50 Food Brokers who employ approximately 1,000 employees who sell Lyons Magnus products in the United States.

Key Achievements:

- Negotiated a Licensing Agreement with Ocean Spray to sell Ocean Spray Branded Dispensed Juice Products.
- Led the team that developed the Smoothie Platform for McDonalds that was introduced in 2014. We successfully launched the Smoothies in the US market and was named the lead developer for the program by McDonalds.
- Negotiated a Licensing agreement with the National Restaurant Association to sell a line of “Pro Start” Sauces to benefit the NRA culinary educational efforts in training high school students about our industry.
- Negotiated a Licensing agreement with the Tata Group to market Tetley Tea and Eight O’Clock coffee brands for the US market.
- Posted a 42% Net Pre-Tax Earnings increase in the Fiscal Year 2017.
- Acquired a company called Thirsty Ventures Inc. (TVI)/Maui that allowed us to integrate this company into Lyons Magnus.
- Achieve annual savings of approximately \$3.0 Million in purchasing strategies to reduce our costs.
- Created a purchasing strategy to take positions on Orange Juice Concentrate and trade them via an EFP to reduce our Orange Juice Costs.
- Was named a Sysco “Gold Level” supplier in 2017, which is a prestigious award in the industry. We were given this distinction over companies such as Pepsi, Coca Cola/Minute Maid and Nestle/Vitality.
- Sold General Mills our first Fruit Preparations during this time.
- Participated in the annual supplier summits for McDonald’s and Starbucks where only the top suppliers are invited.
- Sponsored the Sahara Burst Shoot-Out promotion, an incentive trip offered to the Sysco Marketing Associates to sell Lyons Magnus Sysco Branded beverage products. Grew into a highly effective strategy where we grew sales 30% during the promotion each fiscal year.
- Sponsored the “Big Apple” Promotion where incentives to the Sysco Marketing Associates were offered in our Fountain Products category. Sales would increase 30% to 40% during promotional periods, double digit growth was achieved on an annualized basis.
- Acquired Dispenser Services of Texas, which was a company that supplied equipment and service strategies for dispensed beverages. This was a strategic purchase that helped build our footprint into the Dispensed Beverage business.
- Merged Florida Juice Products into Lyons Magnus which gave us seven new employees and the Sysco Private Label Juice Business for Frozen Juice on the East Coast.
- Acquired the rights to the Florida First Brand which was critical to our Frozen Juice sales for the Martin Brothers Account.
- Formed a strategic relationship with Intellibev, who would represent Lyons Magnus in the AM/PM Convenience Store Market.
- Acquired the Dispensed Beverage business from Peace River that allowed us to arrange a straight co-pack relationship with Peace River that reduced our costs and lifted any marketing restrictions we had on Dispensed Beverages.
- Lyons Magnus received 16 consecutive annual Top 100 Vendor Awards with the Sysco Corporation. We were one of only three other manufactures in the Food Manufacturing industry that received this distinction for 16 consecutive years.
- Purchased the assets of the Cascade Beverage Company based in Vancouver, Washington. We utilized this acquisition to expand our beverage foundation in the Pacific Northwest.
- Recruited a Head of Human Resources, which implemented a Human Resources department. The HR department has been instrumental in filling 350+ full-time positions including all levels (Coordinators, Managers, Directors, and VPs) and modernized and streamlined all HR processes, including a job requisition system, Human Resources Information System, new hire orientation, exit process, and workplace accident investigations.
- Sold the Dannon account in providing Fruit Preparation for their yogurt products during this time frame.

- Restructured our Dairy/Industrial Division to hire a new Vice President of Sales, as well as three new staff members to strengthen this department.
- Negotiated a joint marketing relationship with Vitality Foodservice to provide Equipment and Service for our Bag-in-Box Juice category. We sold the largest Nursing Home Chain in the US market, Beverly Enterprises, in executing this program.
- Hired a Product Developer to execute the introduction of a new Healthcare line of products. Products were created to offer solutions for residents suffering from dysphagia, unintended weight loss, bowel management and hydration. We introduced approximately 70 new products that has since developed into a \$110 Million dollar category.
- Merged the Rocky Mountain Coffee Company into Lyons Magnus and picked up two key employees that contributed to our beverage category for more than 10 years.
- Traveled to the Pacific Rim and contacted our Asian Master Distributor. Hired a local resource to assist our efforts to build increased sales in the Pacific Rim.
- Created a joint marketing alliance with the Thirs Tea Corporation. Lyons Magnus assumed billing of the Thirs-Tea products and represented Thirs Tea products on a national basis.

Other Positions held within Lyons Magnus:

Senior Vice President, Sales and Marketing, 2001-2005, Fresno, Ca

Vice President of Sales, 1997 – 2001. Fresno, CA.

National Sales Manager, 1994-1997. Fresno, CA.

Western Division Sales Manager, 1991-1994. Fresno, CA.

Field Sales Coordinator, 1988-1991. Fresno, CA.

Regional Sales Manager, 1985-1988. Pleasanton, CA.

District Sales Manager, 1983-1985. Sacramento, CA *Was awarded Lyons Magnus Salesman of the Year in 1985

EDUCATION

BS in Business Administration with an Emphasis in Marketing, Boise State University, Boise, ID, 1981 - 1983

Undergraduate Studies, University of Washington, 1979 - 1980

AFFILIATIONS

- Current Board Member of the National Restaurant Association (NRA), Term 2015-2023
- Named to the Board of Trustees for the National Restaurant Educational Foundation (NRAEF), 2016
- Named as the Vice Chair of the NRAEF for 2021
- Elected as the Chairman for the National Restaurant Association Education Foundation (NRAEF) for 2022
- California Restaurant Association (CRA), Board Member, 2017-2023
- Past International Food Manufacturer's Association (IFMA), Chairman, 2013
- International Food Manufacturer Association (IFMA), Board Member, 2003 - 2016
- International Food Manufacturer Association (IFMA), Key Person Award Winner, 2013
- International Food Manufacturer Association (IFMA), Sparkplug Winner, 2011
- Inaugural winner of the Food Service Sales & Marketing Partnership Award, 2012
- Foodservice Sales & Marketing Supplier Council Member, 2012
- President of Sunnyside Country Club, 2007
- Board Member of Sunnyside Country Club, 2001-2007

HOBBIES

- Investing, Traveling, Golfing, and Exercise



October 21, 2024

Kent Walrack
Address on File

Via email to: kwalrack@outlook.com

Re: Waiver of notice of meeting of the Incline Village General Improvement District
Board of Trustees on October 30, 2024

Mr. Kent Walrack,

In connection with the District's consideration of Discussion Re: Interview, and possible Appointment of the District General Manager, please sign and return the waiver of notice on the following page at your earliest convenience but no later than 5:00 p.m. on October 25, 2024. The form may be returned in person at the District offices or by email to HHW@IVGID.org.

If you do not wish to sign the waiver, please be advised that the District may nonetheless consider your character, misconduct, competence, or health so long as it otherwise complies with the notice requirements of NRS 241.033. This waiver is an optional way to forego such formal notice procedures, but if you decline to sign this waiver, the District may proceed with discussion of these matters after providing you the requisite notice.



WAIVER OF RIGHT TO NOTICE UNDER NRS 241.033

I, the undersigned, hereby affirm that I am aware that NRS Chapter 241 provides that I am entitled to notice of the meeting of any public body which may consider my character, alleged misconduct, professional competence, or physical or mental health, and that the notice must consist of either notice delivered personally to me at least 7 calendar days before the meeting, **or** notice sent by certified mail to my last known address at least 14 calendar days before the meeting. I hereby waive that notice for the purpose of allowing the Board to expedite consideration of my character, alleged misconduct, professional competence, or physical or mental health in connection with the discussions re: appointment of an interim general manager.

By signing below, I knowingly and voluntarily waive my rights to all written notice requirements under to NRS 241.033. I understand that the Board of Trustees may consider my character, alleged misconduct, professional competence, or physical or mental health at its October 30, 2024 meeting.

Kent Walrack
Signature

Kent Walrack
Printed Name

10/21/2024
Date

Incline Village General Improvement District Job Description

Job Title: General Manager
Job Code: 1110
Salary Grade: Contract
Department: Administration
Reports To: Board of Trustees
FLSA Status: Exempt
Prepared By: E. Feore/M. Dent
Prepared Date: 07/18/2023
Approved By: Board of Trustees
Approved Date: 08/24/2023

SUMMARY

Under the general direction of the Board of Trustees, the General Manager assumes full responsibility for the operation and management of the Incline Village General Improvement District (IVGID). The General Manager is responsible for the implementation and efficient execution of District policies, procedures, resolutions and ordinances, as well as the oversight of the performance of IVGID's fifty plus million dollar annual budget.

ESSENTIAL DUTIES AND RESPONSIBILITIES, not necessarily in order of priority, include the following. Assigned job tasks/duties are not limited to the essential functions.

1. Oversees the operation and management of the District, including the oversight and control of all the District's property, activities, personnel, business and operations. The General Manager is the chief executive officer of IVGID, responsible for all services, programs, budgets and the overall operational and financial performance of the District.
2. Applies Board established policies into day-to-day practices. Provides leadership and engages in strategic thinking to develop and implement operational goals, objectives, policies, capital improvements, programs and services while ensuring a customer-service oriented work environment that supports achieving the District's mission, plans, objectives, and values.
3. Develops policy recommendations to present to Board of Trustees for approval. Implements policies and directives as set by the Board of Trustees. Directs operation and management of the District in compliance with Ordinances, Resolutions, Regulations, Long Range Principles, Strategic Plans, Policies and Practices.
4. Implements all personnel rules and regulations, recommends staffing levels and maintains authority to hire, discipline, or discharge employees as may be necessary to carry out District business. Maintains direct, day-to-day supervision over all District employees. Supervision includes the power to hire, fire, motivate, discipline, evaluate, promote, demote, transfer and train employees, subject to established personnel policies, union contracts, Board policy and generally accepted personnel practices. Provides leadership, mentorship and empowerment to direct reports, to include performance management and achievement of predetermined goals.
5. Supports District managers with identifying day-to-day operating issues both departmentally and District-wide; analyzes alternatives and initiates solutions through effective leadership, collaboration and communication. Participates in the development of departmental strategic management and business plans to achieve desired outcome as directed by the Board of Trustees.
6. Negotiates and manages contracts and agreements to ensure oversight of deliverables, deadlines, contract terms and conditions to ensure compliance. This will include labor negotiations with identified union bargaining units. Directs staff in the preparation, award, and administration of service, maintenance, construction, concessionaire, material and other necessary contracts.

7. Sets direction of the Senior Leadership Team, in alignment with Board directions and strategy, with preparation and administration of the annual operating budget, strategic planning, long range financial planning, and capital improvement programs for approval by the Board of Trustees.
8. Coordinates preparation of and is responsible for the accurate and complete Board of Trustees agenda and Board packets as requested by the Board of Trustees.
9. Oversees, monitors, and reports on programs, projects, and activities in collaboration with division leaders and Senior Leadership Team.
10. Ensures compliance with District Policy 1.1.0 to ensure the District's multi-year Strategic Plan provides a long-term perspective for service delivery and budgeting, thus establishing logical links between authorized spending and broad organizational goals. Coordinating with the Senior Leadership Team, ensures the Board approved Strategic Plan is initiated, critical issues are identified and strategies are developed to achieve each noted long range principle.
11. Provides direction to identified staff to lead and support District wide efforts and training to provide excellent customer service.
12. As supported and guided by the Board of Trustees, represents IVGID to the community, media and other entities, organizations, and government agencies at the local, regional, state and federal levels. Stays abreast of latest developments within the District, County and Region. Represents the District well in public and provides a positive, professional image.
13. Confers with and responds to District stakeholders and their requests for services, suggestions and complaints. Provides accessibility and provides consistent and equal treatment to the Board of Trustee members.
14. Assists, advises and supports the Board of Trustees on special projects, problems and initiatives.

LEADERSHIP AND SUPERVISORY RESPONSIBILITIES

Leads and manages a staff of Directors and Senior Leadership who, in turn, lead and supervise approximately 750 employees (including seasonal employees) in each District venue and division. This includes Administration, Public Works, Recreation (to include Parks, Beaches and Tennis), Ski and Golf. Responsible for the overall leadership, direction, coordination, and evaluation of these units. Carries out leadership responsibilities and ensures careful compliance in accordance with the organization's policies, practices and procedures and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems. Manages the Senior Leadership staff which is defined as the Director of Human Resources, Director of Administrative Services, Director of Finance, Ski Resort General Manager, Director of Parks & Recreation, Director of Public Works, and Director of Information Systems & Technology. Is responsible for fostering a positive and productive organizational culture.

QUALIFICATIONS

To perform this job successfully, an individual must be qualified to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND EXPERIENCE

A Bachelor's degree in Public Administration, Business, Finance, Accounting, Engineering or other related field from an accredited four-year college or university is required or relevant work experience with increasing responsibilities which include the management and leadership of a sizable organization. A Master's Degree in Public Administration or Business Administration is strongly preferred. A minimum of ten (10) years of related, increasingly responsible, management experience within a customer-service driven and multi-functional environment is required. Experience must also include successful leadership and management of disparate disciplines, i.e., finance, engineering, operations, administration, recreation, and marketing. Experience within a municipal, governmental, community based organization, or recreational service environment is helpful, though experience in senior leadership role within the private sector will also be considered. Experience reporting to a publically elected Board and experience in providing public services subject to public scrutiny is preferred but not required.

COMPREHENSION/COMMUNICATIONS SKILLS

Ability to read, analyze, and interpret complex documents. Ability to understand, use, and effectively communicate to a diverse audience financial, technical, regulatory, and operational data. Ability to respond effectively to sensitive inquiries or complaints and to establish and maintain effective working relationships with a broad variety of people. Ability to develop presentations and write articles to address a community-wide audience. Ability to make effective and persuasive speeches and presentations on controversial or complex topics to employees, management, public groups, and the Board of Trustees. Effective communication in a one on one environment, where emotions may run high. Ability to influence others through persuasion, leading by example and team decision-making skills as opposed to the authority of rank is essential. Overall, must be an extremely effective communicator, orally and in writing, with an open and approachable style. Ability to oversee development of budgets, review of budgets, operating statements and other financials, and analysis of strategy/policy making decisions and related economic impacts. The duties and responsibilities of this position necessitate the use of a cellular phone/mobile communication device for District business reasons.

COLLABORATION AND REASONING ABILITY

Must have validated strong collaborative and consensus building skills to be applied in leadership and problem solving situations. Ability to create a climate in which people want to do their best and encourage participation and open dialogue at all levels. Ability to apply principles of logical or scientific thinking to a wide range of intellectual and practical problems. Ability to deal with a variety of abstract and concrete variables.

CERTIFICATES, LICENSES, REGISTRATIONS

Valid and current drivers' license, acceptable to the State of Nevada, with a driving record which ensures insurability is required. Successful completion State of Nevada/Federal background check through fingerprinting because position has unsupervised access to children, the elderly or individuals with disabilities and/or has access to their records. Pursuant to National Child Protection Act (NCPA) of 1993 as amended by the Volunteers for Children Act (VCA).

It is the employee's responsibility to maintain all required certifications and licenses and to report any changes to the supervisor

OTHER SKILLS AND ABILITIES

Well developed and proven leadership skills, especially in the use of delegation, collaboration, participation and example; and strong interpersonal and customer 'retention' service skills; excellent organizational, planning, analytical and problem solving skills; ability to set priorities, but also remain flexible. Must be ethical, trustworthy, self-confident, open and approachable, decisive, responsible, dependable, resourceful, enthusiastic, highly motivated, community oriented, and goal and results-oriented. Experience or ability to turn enterprise(s) from loss to profit / break even. Must have advanced knowledge of: principles and practices of public administration, program development and administration, municipal budget preparation and operations, strategic planning, and legal compliance with District policies and procedures.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. In compliance with applicable disability laws, reasonable accommodations may be provided for qualified individuals with a disability who require and request such accommodations. Applicants and incumbents are encouraged to discuss potential accommodations with the employer. While performing the duties of this job, the employee is regularly required to sit; use hands to finger, handle, or feel; and talk or hear. The employee frequently is required to reach with hands and arms. The employee is occasionally required to stand; walk; climb or balance; stoop, kneel, crouch, or crawl; and taste or smell. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and ability to adjust focus.

WORK ENVIRONMENT

Work is performed in a typical temperature controlled environment subject to typical office noise and conditions. Position requires working beyond normal business hours, attendance at evening meetings and/or weekend work as needed.

TRAVEL REQUIREMENTS

May be required to travel, as required, to further the interests and needs of the District.

I have read and understand this explanation and job description.

Employee Signature: _____ **Date:** _____

Employee Name: _____