

---

# NOTICE OF MEETING

---

The Regular Meeting of the Incline Village General Improvement District (IVGID) Board of Trustees will be Held Starting at 4:30 PM on November 13, 2024 in the Boardroom, 893 Southwood Boulevard, Incline Village, Nevada.

Public Comment is allowed and Members of the Public are Welcome to Provide Public Comment via Telephone at (877) 853-5247 (the Webinar ID will be Posted to the IVGID Website on the Day of the Meeting). The Meeting will be Available for Viewing at <https://livestream.com/accounts/3411104>.

---

A. PLEDGE OF ALLEGIANCE\*

B. ROLL CALL OF TRUSTEES\*

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

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

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

***-OR-** The Board of Trustees may make a motion to accept and follow the agenda as submitted/posted.*

E. GENERAL MANAGER SELECTION - Interview of Candidates to Begin at 5:00 PM or soon thereafter.

1. **SUBJECT:** Interview Candidates Ana Cortez, Robert Harrison, and Kent Walrack for the IVGID General Manager position; Discuss and Potentially Select a Candidate for Appointment to the General Manager Position; Discussion and Direction to Staff and Legal Counsel Regarding Negotiation of Employment Contract for the IVGID General Manager Position (Requesting Staff Member: Director of Human Resources Erin Feore) - pages 5 - 42

*Recommendation for Action:* Following the interview process with the General Manager candidates, the Board makes a motion to:

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

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

1. **SUBJECT:** District General Manager's Monthly Status Report. (Requesting Staff Member: Interim General Manager Karen Crocker) - pages 43 - 88

---

## Incline Village General Improvement District

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

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

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

---

# NOTICE OF MEETING

---

Agenda for the Board Meeting of November 13, 2024 - Page 2

---

2. **SUBJECT:** Ordinance 7, paragraph 44., Fees Kept Current (Property Tax Delinquencies) (Requesting Staff Member: Interim General Manager Karen Crocker) - pages 89 - 93
3. **SUBJECT:** Treasurers Report - July 2024 Activities District Treasury Report to include July and August Monthly Financial Reports, and the District Budget Performance (Requesting Board Member: Trustee Raymond Tulloch) - pages 94 - 282

G. CONSENT CALENDAR (for possible action)

1. **SUBJECT:** Approval of the IVGID Board of Trustees Meeting Minutes for October 9, 2024. (Requesting Staff Member: District Clerk Heidi White) - pages 283 - 347
2. **SUBJECT:** Review, Discuss and Approve Purchase Order Agreement for Vegetation Management; FY 2024/25 Public Works; Utilities; Sewer: Operating #20002523-7330 (Mill Creek Dam #2) and Operating #20002521-7330 (Wetlands); Contractor: with Integrity Pest Management, LLC; in the Amount not to Exceed \$13,800. (Requesting Staff Member: Director of Public Works Kate Nelson) - pages 348 - 360

*Recommendation for Action:* That the Board of Trustees make a Motion to:

1. Approve the Purchase Order Agreement with Integrity Pest Management, LLC. in the Amount not to Exceed \$13,800 and
2. Direct the Interim General Manager to Sign and Execute the Agreement.

3. **SUBJECT:** Review, Discuss and Approve a Contract Extension of Time with Jacobs for the Effluent Storage Tank CIP# 2599SS2010 Project. (Requesting Staff Member: Director of Public Works Kate Nelson) - pages 361 - 364

*Recommendation for Action:* That the Board of Trustees make a Motion to:

1. Authorize Staff to Execute Amendment 11 to the Services Agreement and Approve a Contract Extension of Time with Jacobs for the Effluent Storage Tank CIP#2599SS2010 Project.

4. **SUBJECT:** Review, Discuss, and Approve an Agreement to Support the Upgrade of ESRI ArcMap to ArcGIS Pro; FY 2024/25 Public Works; Utilities; Shared: Operating #20002297-7310; Contractor: Pro West Associates; in the Amount not to Exceed \$6,100. (Requesting Staff Member: Director of Public Works Kate Nelson) pages 365 - 373

*Recommendation for Action:* That the Board of Trustees make a Motion to:

1. Approve the Agreement with Pro West Associates to Support the Upgrade of ESRI ArcMap to ArcGIS Pro; FY 2024/25 Utilities Shared: Operating #20002297-7310 in the Amount of \$6,100; and,
2. Authorize the Interim General Manager to Execute the Agreement.

5. **SUBJECT:** Review, discuss, possibly approve and award a Janitorial Service Agreement between the District and CC Cleaning for Seasonal Janitorial Services; Ski Venue; Property Operations; Janitorial;

---

# NOTICE OF MEETING

---

Agenda for the Board Meeting of November 13, 2024 - Page 3

---

#30343469-7530; in the amount of \$45,995 with a fiscal year 2025 budget appropriation of \$48,000. (Requesting Staff Member: Diamond Peak Ski Resort General Manager Mike Bandelin) - pages 374 - 394

*Recommendation for Action:* That the Board of Trustees make a Motion to:

1. Approve and award a Janitorial Service Agreement between the District and CC Cleaning LLC. for the District's Ski Venue Annual Janitorial Services in the amount of \$45,995 including a not to exceed amount of \$48,000 within Fiscal Year 2025.
2. Authorize and Direct the Interim General Manager to Sign and Execute the Agreement.

6. **SUBJECT:** Review, Discuss, and Possibly Authorize staff to execute a Professional Services Agreement with flaik Sports USA Inc. for RTP Chart of Accounts Alignment Services in the not to exceed amount of \$8,800. - pages 395 - 413

*Recommendation for Action:* That the Board of Trustees Authorize staff to execute a Professional Services Agreement with flaik Sports USA Inc. for RTP Chart of Accounts Alignment Services in the not to exceed amount of \$8,800.

## H. GENERAL BUSINESS (for possible action)

1. **SUBJECT:** Review, Discuss and Appoint a Board Liaison to attend the interviews of Candidates for the Director of Finance Position and provide feedback to staff per Policy and Procedure 144, Resolution No. 1911, Personnel Management (Requesting Staff Member: Director of Human Resources Erin Feore) - page 414

*Recommendation for Action:* The Board appoint a liaison to attend the interviews of candidates for the Director of Finance position.

2. **SUBJECT:** Review, Discuss and Possibly Approve Modifications to Practice 6.2. – Budgeting and Fiscal Management Community Services and Beach Pricing for Products and Services (Requesting Staff Member: Interim General Manager Karen Crocker) - pages 415 - 470

*Recommendation for Action:* It is recommended that the Board review, discuss and possibly approve modifications to Practice 6.2. Budgeting and Fiscal Management Community Services and Beach Pricing for Products and Services.

3. **SUBJECT:** Review, Discuss and Approve a One-Year Services Agreement with CC Cleaning Service, LLC for the Janitorial Services at the Recreation Center in the Amount of Not to Exceed \$77,168.00 (Requesting Staff Member: Interim General Manager Karen Crocker) - pages 471 - 508

*Recommendation for Action:* Review, Discuss and Approve a One-Year Services Agreement with CC Cleaning Service, LLC for the Janitorial Services at the Recreation Center in the Amount of Not to Exceed \$77,168.00

---

# NOTICE OF MEETING

Agenda for the Board Meeting of November 13, 2024 - Page 4

---

4. **SUBJECT:** Review, Discuss, and Approve a Plan of Correction Under NRS 354.6245 in response to the September 18, 2024, letter from the Department of Taxation, State of Nevada (Requesting Staff Members: Interim Director of Finance Sue Griffith and District General Counsel Sergio Rudin) - pages 509 - 514

*Recommendation for Action:* That the Board of Trustees make a Motion to Approve a Plan of Correction Under NRS 354.6245 in response to the September 18, 2024, Letter from the Department of Taxation, State of Nevada.

- I. REDACTIONS FOR PENDING PUBLIC RECORDS REQUESTS (for possible action)
- J. LONG RANGE CALENDAR
1. **SUBJECT:** Long Range Calendar - pages 515 - 516
- K. BOARD OF TRUSTEES UPDATE
- L. FINAL PUBLIC COMMENTS - Limited to a maximum of three minutes in duration.
- M. ADJOURNMENT (for possible action)

---

## CERTIFICATION OF POSTING OF THIS AGENDA

I hereby certify that on or before 9:00 AM on Thursday, November 7, 2024, a copy of this agenda (IVGID Board of Trustees Session of November 13, 2024) was delivered to the post office addressed to the people who have requested to receive copies of IVGID's agendas; copies were e-mailed to those people who have requested; and a copy was posted, physically or electronically, at the following locations in accordance with Assembly Bill 213:

1. IVGID Anne Vorderbruggen Building (893 Southwood Boulevard, Incline Village, Nevada; Administrative Offices)
2. IVGID's website ([www.yourtahoepace.com/ivgid/board-of-trustees/meetings-and-agendas](http://www.yourtahoepace.com/ivgid/board-of-trustees/meetings-and-agendas))
3. State of Nevada public noticing website (<https://notice.nv.gov/>)
4. IVGID's Recreation Center (980 Incline Way, Incline Village, Nevada)

Persons may request copies of all agenda Materials by contacting the District Clerk or by visiting the Administrative Offices at the address listed above.

/s/ Heidi H. White

Heidi H. White

District Clerk (e-mail: [hwh@ivgid.org](mailto:hwh@ivgid.org)/phone # 775-832-1268)

---

**IVGID Board of Trustees:** Chair Sara Schmitz, Vice Chair Matthew Dent, Treasurer Raymond Tulloch, Secretary Michaela Tonking, and David Noble

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



## MEMORANDUM

**TO:** Board of Trustees

**FROM:** Erin Feore, Director of Human Resources

**SUBJECT:** Interview Candidates Ana Cortez, Robert Harrison, and Kent Walrack for the IVGID General Manager position; Discuss and Potentially Select a Candidate for Appointment to the General Manager Position; 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:** Policy and Procedure 144, Resolution 1911,

**DATE:** November 5, 2024

---

### **I. RECOMMENDATION**

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

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

### **II. BACKGROUND**

On October 30, 2024, the Board of Trustees identified their selected top three General Manager candidates. The Board further directed each of the final candidates return on November 13, 2024 to:

1. Have a meeting with the Senior Leadership Team; and
2. Take a brief tour of the District; and
3. Have a follow up interview with the Board of Trustees.

The following final General Manager candidates were identified as:

Ana Cortez  
Robert Harrison  
Kent Walrack

IVGID staff recommends the Board follow the same procedure for conducting follow up interviews with each of the three candidates as outlined below:

- Candidate resumes, cover letters and supplemental information (if provided) are included in this Board packet for review. 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 30 to 45 minutes.
- After the last interview, the Board will proceed to verbally nominate their top candidate for the General Manager position.
- In the event of a tie, the Board Chair may call for further discussion.
- Following discussion, the Board will proceed to verbally nominate their top candidate for the General Manager position.
- \*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.

### **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.
-

### **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.
- 

### **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.

  
\_\_\_\_\_

Signature

Ana Cortez  
\_\_\_\_\_

Printed Name

October 21, 24  
\_\_\_\_\_

Date

**Press Contact:** Ashlyn Farnworth (she/her/hers)  
**Phone:** (425) 786 – 4402  
**Email:** ashlyn.farnworth@carnationwa.gov

**FOR IMMEDIATE RELEASE**

Thursday, August 8th, 2024

## **PRESS RELEASE**

### **CITY MANAGER ANA CORTEZ AND THE CITY OF CARNATION WISH EACH OTHER FAREWELL**

City Manager Ana Cortez was unanimously selected to lead the City of Carnation in 2021. From the beginning, the City Council, Mayor Lisk, and Ana Cortez rolled up their sleeves and met challenges as they came. Ms. Cortez worked closely with Mayor Lisk and then Mayor Ribail to revamp obsolete organizational systems, evaluate operating procedures, update protocols, hire new staff, and acquire new assets for the City.

Through each Council Committee, Ms. Cortez accomplished results for the residents of Carnation. Mayor Ribail indicated: “In three years, Ms. Cortez met every council goal that was presented, from traffic calming measures on SR 203 to competitive disposition of public lands, Ms. Cortez provided results - not excuses.”

Ana Cortez indicated “I am proud of the transformation the Council directed me to achieve, and for the support they provided. The most important legacy I leave is the excellent and incredible management team. I have always hired for my replacement. I am proud to say I succeeded. Ms. Rhonda Ender will be Interim City Manager and the bench is deep.”

When asked if she had any regrets, Ms. Cortez indicated: “My only regret is that I did not have enough time to see the sale of the 7-acre surplus land (Schefer) fully realized. I started that journey in 2021 with Ricardo Noguera and Tim Woolett, and the final product was very ambitious. I am happy however to have nearly finalized the Tolt Dam community benefits agreement with Seattle and that this document represents a paradigm shift for Carnation. I am equally proud of new sidewalks, park programming, basketball courts, public spaces, economic development activities, new passport office, organizational redesigns, real estate acquisitions, and of course finishing Tolt Avenue. In reality, I have close to 100 accomplishments, of which, there is not one regret.”

Mayor Ribail confirmed that the City Council has named Ms. Cortez’s Deputy City Manager as Acting City Manager and that the management team will continue operating with the same level of commitment and professionalism.

Ms. Cortez’s last day will be September 3, 2024. She has joined a private consulting firm.

###

*Carnation is a rural western Washington community of 2,220 residents that is approximately 1.1 square miles in size. Framed by the Cascade foothills and located where the Tolt and Snoqualmie Rivers meet, the City is within easy reach of Seattle. Carnation offers an abundance of natural beauty and outdoor experiences, including biking, hiking, camping, and fishing. In our downtown, you can visit our unique shops and restaurants.*

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

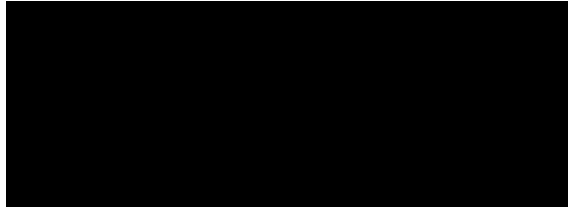
[REDACTED]

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



**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 November 13, 2024 meeting.

Robert W. Harrison

Signature

ROBERT W. HARRISON

Printed Name

11/6/2024

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](mailto: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](mailto: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

**IVGID**

---

**Vision and Priorities  
Prepared by Kent Walrack**

**Date: October 18, 2024**



## Introduction

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 IVGID, 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's meetings during the public comments portion of the agenda.

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 I continued to assist the new owners until 2021 when I retired.

In reviewing IVGID and the tremendous history it has in developing and managing 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 its customers to improve the execution of IVGID'S mission and to improve relations with the local community.

## **Vision, Mission, Value & Mantra**

### **IVGID's Vision**

With a passion for quality of life and our environment, Incline Village General Improvement District will enhance the reputation of our community as an exceptional place to live, work, invest, and play.

### **IVGID's Mission**

The Incline Village General Improvement District delivers exemplary recreational experiences and provides the highest level of water, sewer, and solid waste services while striving for fiscal and environmental sustainability.

### **IVGID's Value**

We are dedicated people providing quality service, for our community and environment, with integrity and teamwork.

### **IVGID's Mantra**

*One District – One Team*

# Priorities

If given the opportunity to serve as the General Manager of IVGID the following would be my priorities to meet the Vision, Mission, Value, and Mantra of IVGID:

## 1. Administration

- a. Hire key positions in the District to get the team at full strength including:
  - a. Senior Engineer
  - b. Director of Finance
  - c. Contracts and Purchasing Manager
  - d. Contracts Administrator 1/11
  - e. Accountant
  - f. Recreation Supervisor-Sports and Community Programs
- b. To complete the necessary training on the Tyler Munis system to get fundamentally sound in managing and reporting the financial results on all the IVGID operations on a timely basis
- c. To complete our 2023 and 2024 audit requirements to meet the standards required by the NRS 354.624
- d. To address all the issues reported in our Rubin Brown forensic accounting audits to correct all accounting procedures to meet requirements in reporting our financial results.

## 2. Food and Beverage

- a. To conduct a complete review of all the Food and Beverage operations to fix all the financial reporting concerns as well as to turn all locations into profitable entities.
- b. To update all Food and Beverage Operations to begin to execute with the following Core Principles:
  - The answer is yes what is the question?
  - Provide the best service in the district.
  - Be known as the friendliest place in the district.
  - Offer a unique menu item exclusive to your venue that is exclusive to your operation.
  - Exceed food delivery expectations to satisfy customers.
  - Deliver high quality food and beverage items to exceed expectations.

## Priorities

- Charge an appropriate price that defines the value of the experience.
- Provide a physical location that is sized correctly, offers the best views, has the best ambience, and is appropriate to operate a successful service operation.
- Offer a menu selection that is creative to satisfy the most popular trends and well as old classics that is a staple to many customers.
- Market your restaurant to the public by having special event days like Easter, Mother's Day, Father's Day, A special Summer Family Day, Fourth of July Celebration and many others. Prepare a special Buffet that allows you to show off your culinary skills by offering many menu offerings to impress the customers.
- Offer a weekly Buffet on the same day each week to create consistency in offering this service to the district.
- Offer a take-out menu that customers can pick up meals at your operation to take home and consume.
- Offer a selection of take-out bottles of wine at a premium discount on what customers would normally pay to leverage the purchasing power of the operation to benefit the customers.
- Hire only friendly and out-going individuals that reflect the core principles of the operation.
- Turn this successful operation into a destination restaurant that can operate year- round and cater to both the residents as well as the 15 million tourists that visit Lake Tahoe each year.

## Priorities

3. All other departments including Public Works, Diamond Peak Ski Resort, Facilities & Weddings, Golf Courses, Parks & Recreation, and the Tennis & Pickleball Center will be reviewed to include the following:
  - Annual Revenue
  - Annual Costs
  - Net Profit
  - Services offered
  - Management Team review
  - Budgets for 2025
  - Capital Improvements needed
  - Customer surveys on the performance
  - Unique services offered
  - Possible innovations to improve services offered
  - Key issues or problems
  - Staffing Needs
  - Potential new revenue streams

## Summary

In summary it would be an honor to work with IVGID in an effort to achieve the Vision, Mission, Values, and Mantra that IVGID has set as its objective each year. After spending 38 years in the Foodservice Industry and the past 9 years on the Board of the National Restaurant Association I have unique understanding of how a Board of Directors/Trustees can be most effective in working with the leader of their organization and the staff in order to maximize the results.

The secret of this strategy is to have a strong leader that can motivate a team of employees to meet the stated objectives each year and can communicate to the Board of Trustees on the success's and challenges the District is facing and what resources are needed to continue to improve performance. The General Manager is a critical role to execute on this vision and I am excited to potentially serve in this capacity for IVGID.

## **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:** \_\_\_\_\_