

TRANSCRIPTION OF THE IVGID CANDIDATE FORUM VIDEO 9-30-24

Provided by the IV-CB Community Forum | Contact: ivcbcommunityforum@gmail.com

The forum can be viewed in its entirety here: <https://www.youtube.com/watch?v=dYeS0sDM0WE>

Transcription:

John Crockett

Thank you everyone for being here tonight—candidates as well as attendees here and online. Tonight we have the Incline Village General Improvement District (IVGID) Board of Trustees candidate forum. This is a collaboration between the Incline Village Crystal Bay Community and Business Association (IVCBA) and the Incline Village Crystal Bay (IVCB) Community Forum. My name is John Crockett. I'll be your moderator tonight along with the help of Ronda Tyser and Denise Davis. We're going to take this opportunity to hear directly from our candidates who are eager to share their vision for the future of Incline Village. Tonight we welcome six candidates including one incumbent vying for three trustee positions. Our candidates are: Harry Swenson, Michelle Jezycki, incumbent Michaela Tonking, Mick Homan, Mark Case, and Frank Wright.

We are gathering questions from our in-person audience, so please pass those forward. We're going to stop collecting in just a moment. The next opportunity will be at the intermission. Then we're going to ask each candidate to make a 3-minute opening statement. After the opening statements, we'll start with Harry on the first question, and each candidate will have 2 minutes to respond. Then we'll go on to the next question. We'll take a brief intermission of about 5 minutes around halfway through, so just after 7 pm. Then we'll continue with some questions until about 8 pm, and then we'll ask each candidate to make a 3-minute closing statement.

We have a technical difficulty. [Chatter on fixing problem]

So our goal tonight is to learn about the candidates. So, please be civil and respectful. Please don't applause between each response or provide other comments. That will allow us to get to more questions. So hold off on questions, and we'll get back to collecting them at the intermission. If we don't get to your question, we will compile those and pass those on to the candidates. Please stick around to chat with them or email them directly if your question doesn't get answered. We are livestreaming through the IVCB Community Forum Youtube channel. We'll also post the archive video along with the transcript—thanks to Ronda Tyser—in the next few days. So let's go ahead and get started with 2-minute opening statements. We're good to go with the timer.

[We have lost it again.] Please go ahead Harry Swenson.

Harry Swenson

How do you do, and thank you for coming to the event tonight. My name is Harry Swenson. I'm a candidate for trustee for the IVCB community. First off, I want to let you all know I really love this place. This is heaven for me, and I want to keep it that way. I moved here fulltime 10 years ago. But I've been

coming here since the late 1960s. My parents brought us here when we were kids to ski and other activities. My mom bought a place here in the early 1980s. My stepmother had a place here in the 1990s. So we really know and love this place. My wife of 42 years, Mary Jane, and I have been active in our community, whether it's our church, the Read-With-Me program at Incline Elementary School, Conversation Café, supporting various 4th of July activities with the service groups, and I was also on the Golf Advisory Board.

I retired from a successful career as a NASA scientist and engineer. I spent 32 years there as a program and project manager, as well as a scientist. I was awarded three NASA medals for my technical and management acumen while I was there. And for my education, I went to Cal Poly in San Luis Obispo. Then NASA sent me to Stanford on a fellowship for a graduate degree in Aerospace Engineering. I also had significant training by NASA including management, supervisory, and other training to guide my career, and studied at Massachusetts Institute of Technology (MIT) Sloan School of Management. Thank you.

John Crockett

Thank you. Next, Michelle er... Je...zy...

Michelle Jezycki

Just take a running start. The faster you say it the easier it gets. [Laughter] Good evening, I'm Michelle Jezycki. I thank you for being here, first of all, and also thank you to John, Ronda, Denise, Julie, and Linda for pulling this all together and giving us this great opportunity.

I'm one of the lucky ones blessed to have grown up in this amazing village. As a matter of fact, I think the last time I was on this stage might have been giving a student-body president speech, or sitting in your seat, Harry, playing the clarinet in the high-school band. Growing up here has given me some great opportunities. In a school this small, in a community this small and this special, you get to try everything. I think I took part of that to my professional journey as well. I graduated from Incline High School, graduated from the University of Nevada at Reno (UNR), got a dual major in Political Science and Secondary Education. I later earned my Master's Degree in Organizational Management and Human Resources. I began working on a program in Washoe County for missing, exploited, and abused children, which landed me in Washington DC when I was asked by the Justice Department to replicate that program nationwide, which I gladly did.

In the meantime, I started using my Master's Degree as well, and started consulting in Human Resources (HR). Ultimately, I ended up at the US Senate as the Director of Human Resources, and I was there for 10 years. It was a nonpartisan role, as is this one. My work included facilitating strategic planning with senators and their staff, executive coaching and hiring, and all hiring-related needs.

I then started my own consulting business, and left the Senate. Part of the reason I left the Senate was impact. I'm really focused on leaving things better than I find them. While I was proud of the work I got

to do at the US Senate with my team, the red tape and pace were a little stifling. So given my 32 years of HR experience and management... [Buzzer] That goes too quickly.

John Crockett

Two minutes is very fast. Next, Michaela Tonking.

Michaela Tonking

I've done this a lot and I'm still really nervous. Hi, everyone. And thank you for being here and to those online watching as well. Thank you to the IVCB Community Forum and IVCBA for putting on this event... as well as to all my fellow candidates sitting here. My name is Michaela Tonking. I'm excited to be running for reelection to the IVGID Board. There's a popular saying in this town—"It takes a village to raise a child." And I was lucky enough to be one of those children raised in this amazing place. I moved back to Incline Village to enjoy many of the great venues I enjoyed as a kid. I hold a Bachelor's and Master's Degree in Accounting from the University of Colorado. I furthered my education at Brown University, where I received a Master's in Education Policy, and discovered politics as a passion. I'm currently a consultant where I now have the privilege of assisting State legislators, governors, and school districts on resource allocation. When I'm not working, you'll find me mentoring high-school students in this exact room for the *We the People* program, snowboarding at Diamond Peak, or enjoying a yoga class at the Recreation Center.

If reelected to the Board, I'm committed to rebuilding Incline Village General Improvement District (IVGID) staff, and ensuring that we have leaders who are:

- meeting the district's goals and are held accountable—yet feeling valued and trusted for their efforts, • implementing policies and procedures to ensure that our financials are accurate, reliable, and transparent so our residents can feel confident in how their money is being spent,
- improving crucial amenities to meet our community's safety needs such as the boat ramp, tennis center, and the effluent pipeline, as well as the recreation needs such as Snowflake Lodge and the Incline Beach house
- and lastly, increasing opportunities for our residents to participate in local government and have their voices heard through town-hall surveys and public comments.

Thank you all for being here.

John Crockett

Next up, Mick Homan.

Mick Homan

Hi, everyone. I'm Mick Homan. Thanks to our hosts; and thank you all for coming tonight. We'll address the issues and priorities during the (Question and Answers) Q&A session. So I first want to provide some background on me, and my qualifications. I'm a retired finance and accounting executive. I'm a Certified Public Accountant (CPA) and a Certified Management Accountant (CMA). I started my career in public accounting, spending 11 years with two of the largest accounting firms in the world as an auditor. I led

Mergers and Acquisitions at a large regional bank, and I spent 25 years at Procter and Gamble, a Fortune 500 global company where I retired as Senior Vice President and Chief Accounting Officer.

I was fortunate enough to work for companies that are widely regarded as best-in-class in terms of business development. They helped me to develop as a leader, and ultimately prepared me to be the CEO of one of the largest and most successful companies in the world. They obviously helped me develop strong leadership skills in finance, accounting, governance, and controls, but it went beyond that. I traveled to and worked with company business leaders in about 80 countries on a variety of business issues. I built and led high-performance global organizations that excelled through difficult and complex situations. I helped analyze, structure, and integrate about \$100,000,000,000 worth of acquisitions. I led teams that designed and implemented best-in-class policies, processes, and systems. I worked on and led strategy. I was an adviser to the accounting [11:17] centers and the Security and Exchange Commission (SEC). And importantly, I have over 20 years of boardroom experience. All this helped me develop skills to understand and effectively lead in different cultural and business environments. It gave me a keen eye for identifying issues, evaluating alternatives, and implementing solutions.

[Video Cuts Out Here 11:39]

I'll reapply those experiences and skills as a trustee to help IVGID rebuild its organization, fix existing issues, and position it for a sustainable future—a future where we can strategically invest in our human and physical infrastructure so we can better serve the interests of our residents, homeowners, and staff. Thank you. And I look forward to your questions.

Mark Case

I'm Mark Case. I've lived in Incline Village for the better part of 37 years. I have a Bachelor's degree in Business Administration. I worked with the Recreation Center part-time for 16 years from 1996 to 2011. I have a notary business that I have maintained the past 21 years. So with that you can see I'm a [12:29] here. I want to help continue to preserve all the amenities IVGID has to offer all of us as residents.

My campaign platform is truth, logic, common sense, and fiscal responsibility. First off—

- Truth. The reality is the district has genuine issues. We need logic and good judgment in reasoning in dealing with these issues.
- Common sense—a collective intelligence in making mindful decisions that face the district.
- And fiscal responsibility—monetary accountability which is required in order for the district to continue and to operate into the future.

I'm running for the Board of Trustees because for the first time in all the years since I've lived here, there's never been a recall of a trustee. Tonight... we remember... The story caught my interest and I followed it pretty much to the very end. I didn't care for what I was reading. I didn't care for what I was seeing—the recall table stationed at Raley's.

I am pleased that the past is the past, and we are back to 'business as usual', which brings me to another reason why I'm running for board member of the district. The district finances are in disarray. The finances have been a hot topic for quite some time. I'm sure most of you here in person or online are very well aware of the situation, so I won't go into detail at this time. However, it is obvious that the district is still operating—but the question is—for how much longer can the district sustain itself on the trajectory it is on. Thank you.

Frank Wright

Good evening. Frank Wright. I've been a resident of IVCB off-and-on for 47 years. I bought my home here in 1978. I have been actively involved in the community. I've run basketball camps for all our young kids. I got to know an awful lot of people very quickly. I'm very well aware of how IVGID operates. I have a family—a wife and five children. My kids grew up here. We participated in all the activities and all the venues that they have here.

I started seeing things along the way that really needed to be addressed. And I did that. I didn't have to, but I did that. As I looked and dug a little deeper, I found other things that needed to be addressed. I have a Master's Degree in Administration. I have a Bachelor's Degree in History and Government. I taught school for 35 years—government and history. I'm well aware of how our US Constitution works. I'm well aware of how taxation and representation work. I'm not sure if that is a consistency going on in our community. Our tax dollars should be used for our community and not going somewhere other than where they should be going.

So, I started addressing some of these issues. I hope you pay attention tonight and you make decisions based on what's best for our community going forward. If you think the old way is going to continue working—it's not. We've got to fix what's wrong. The Rubin-Brown report was stinging.

John Crockett

All right. Thank you Frank and candidates. We're going to start off with our first question if we can pass the timer back to Harry, we'll start with you. Harry, are you ready and do we have the timer there? [Yes.] *What is the one skill or one specific professional credential you have that will most benefit IVGID?*

Harry Swenson

One skill? You need many. But the first is my extensive experience in management of large programs and budgets, for which I was questioned and chided for a number of years, basically to ensure that management skill was exercised in a way that met the goals of NASA—and that the monies I was given were directly related to the goals of management. These were multi-million dollar projects that I managed. And I have seen our "institution" here—which is a \$50 million per year enterprise—and as pointed out in the due diligence report and other reports—is not managed well.

I'm bringing my skills of management and my expertise to help make sure that we as trustees oversee a better and more efficient, accurate, and transparent future for all of you. One thing that always drove me crazy when I went to the IVGID board meetings—for 10 years now—especially the budget meetings—is

how budgets were presented. When I presented a budget, it was two charts. Multimillion dollars were explained. It was transparent. And those were the first two charts I had to present. I know how to read budgets. I know how to do budgets. But that's not my job as a trustee. I want our people to be able to make budgetary information transparent for everyone to read, understand, and accept. Thank you.

John Crockett

And thank you, Harry.

Michelle Jezycki

My one skill, I think, is my 32-years of Human Resources management and leadership. I'm a professor of leadership for E-MBA executive MBA programs both domestically and internationally. I have many years with strategic planning, conflict management, and the whole gamut of Human Resources (HR).

I'm sure there's not a single person in here who doesn't realize our IVGID team has been decimated. So one of my priorities, with my skill set, would be to rebuild that IVGID team. And to also pull back and take a 30,000- foot view, and do what we HR geeks call 'classification and compensation' studies. That's looking at all of the positions—not the people but the positions—and seeing what they're currently doing. Do their position descriptions still match what they are currently doing? What changes need to be made? And then, just as if you're going to buy a home, get 'comparables.' You find out what 'like positions' are being paid and make sure that we're within the right ranges. There have been some gross generalizations at these meetings where people say, "All of our staff are underworked, underperforming, and they need to go." I think that's a really dangerous comment. So, with my HR background, I would look to rebuild our team, to get the right people in the right positions; and to make sure that they are not only trained up—for instance... the Tyler-Munis program. With the Rubin-Brown study, one of the things they came up with was there was no proper migration of a system. So, I'm sure we'll get into that a little bit later. So, rebuild the team. Train them up. Celebrate them—(a novel idea). But also hold people accountable. Getting the right people in the right positions is the way to start. Thank you.

John Crockett

Thank you, Michelle. Michaela, the same question.

Michaela Tonking

Awesome. So thank you very much. So mine would be that I spend most of my time working with State legislators and governors across the country passing school funding formulas. In order to do that, I need to understand how a budget works, how tax calculations are determined, and then—most importantly—how to get everybody to agree in order to pass something that will have monumental change. In this work, I have passed transport school funding—school transportation funding formulas for Michigan. I redid the Nevada funding formula. And I've redone it in Vermont and in Colorado as well. But with that and understanding budgets, I really understand the importance of consensus building, and how we really need to bring together all the voices, both those on the board and in the community, businesses, and people who are our community partners as well as government agencies. We can't act

alone. And we can't be the 'only partner' in all of this. The biggest change comes from having more partners.

So, I can bring my skills in holding town halls, holding focus groups, leading to ideas that can really get us to think about where is the compromise and where is the big picture that we can agree on. I've been in lots of board meetings where we have been far away on either side. But I've practiced listening and understanding what the end goal is, and how we can reach that goal. So, for me, really, it's about trying to bring consensus. I've spent most of my time on the board being part of the majority and part of the minority, and I understand how important it is to see that no matter what side you're on, the other side has equal and valid arguments and how can you mesh those together to create success. Thank you.

John Crockett

Thank you, Michaela. Go ahead, Mick.

Mick Homan

Thank you. So I think it is my background and training in finance and accounting, obviously. I started as an auditor. It teaches you to ask not 'what' but 'why'. You don't take an answer for what somebody tells you. You dig into it. You investigate it. It gave me a very inquisitive mindset in terms of what's wrong, what needs to be fixed, and how do we fix it. Why isn't something working and why isn't something working right? At the end of the day, numbers—finance—it's the language of any business, any kind of operation you're trying to run. And you really need to understand that language in order to help identify issues—help identify when something doesn't quite make sense, and help identify where do you look for the answer, where do you look for the solution, and how do you solve it. I mentioned it earlier, my training has made me very adept at identifying issues, evaluating alternatives, and coming up with solutions. Obviously, I've got an extensive background in accounting and controls, and in governance and compliance.

We all know the issues that we have here at IVGID in terms of the state of our finances and our controls. It's very well publicized in all the reports that we've received. They've all been very redundant in terms of the issues that we have. I think that my background and my skill set can help make me very effective in working with staff to try to determine—Okay, how do we fix these issues? How do we implement best-in-class solutions? How do we finish a systems migration? How do we put in place best processes and so forth? So I really think that's the biggest thing—the biggest asset and background in terms of my skills, my traits that can be of benefit to the district.

John Crockett

Thank you, Mick. Go ahead Mark.

Mark Case

I apologize, but could you repeat the question?

John Crockett

Absolutely. *What is the one skill or one specific professional credential you have that will most benefit IVGID?*

Mark Case

I'd say it's my time and experience living in Incline Village. I was a manager—about which I'll get into later on. I managed at the Hyatt for 10 ½ years. I was the Casino Security Manager. I trained, hired, and fired people. My skill set is very basic to management.

John Crockett

Thank you, Mark. Go ahead, Frank.

Frank Wright

My past experience in education has given me the ability to identify problems, and to deal with lots of people—lots of parents, lots of administrators. My experience in writing books has given me world travel. I've gone to many cities, and met a lot of people, talking about what I knew.

And having the ability to identify a problem, and research the problem, find out the facts behind the problem, digging out what exactly is causing the problem. It's the only way you're going to fix the problem. You can push it under a rug, ignore it, and walk by it. You'll never get to the real source of the problem. I'm very good at digging up information. I'm very good at seeking out people to talk to who can feed me that information. Then I act on it, and I bring it forward so people understand it. For 14 years I've been doing that for this community. For 14 years I've spent my time finding out why we have these problems, and where our money is going. That should concern everybody here.

These amenities we have are the best in the world. Our community is the best in the world. We want to keep it that way. If you don't invest in understanding what's going on here, or you take what's going on here for granted, it's going to get taken away from us. I beg you, pay attention tonight. Make your decisions based on how we can fix what's wrong and go forward with that. I want to keep what's here, here. Thank you.

John Crockett

Thank you, Frank. [Loud noise.] I'm so sorry folks. [Chatter regarding noise problem.] For the next question, let's start with you, Michelle. We have many questions about outside management. This particular question says, *"Yes or no, do you believe we should outsource some or all of the management of IVGID's recreational facilities?" And to tack on to that, "Or outside management at the administrative level?"*

Michelle Jezycki

Okay. A little interesting question because the discussions at the board meetings have been for the overall district, not just for the Recreation Center. So, you're saying Rec Center and Admin?

[Speaker?]

He said recreational facilities, which could be anything.

John Crockett

I said 'recreational facilities.' And then I'm taking from another question that referenced the General Manager (GM) or administration.

Michelle Jezycki

But it doesn't talk to Public Works, which is the difference in the discussion. So I'll just address what you had asked. Recreation facilities and administration, I would not outsource. I've been on the other side of outsourcing. I respond to Request-for-Proposals (RFPs) with my own company. We would be very naïve to think that it's not a for-profit business. And if we don't have the wherewithal to hire the right General Manager (GM) for our district, we're in the wrong business. We have finally been fishing in the proper ponds. And, the last I heard, we have somewhere around 50 applicants for the GM position when we've been told this whole time "We can't find anybody. No one wants to work in Incline." You look out your window, and you think, "Seriously? No one wants to work in Incline?" I don't get that. So to the question, I would not outsource. I would piecemeal some things. Again, going back to Rubin-Brown, some of those findings showed that there were internal controls that were lacking. There was a propensity for fraud. It wasn't fraud, but it was a propensity.

Some of those had to do with the migration not going through. How many of you have had a migration of software at work? Or how about waking up, and your I-phone has suddenly and unfortunately updated? You need to take time to do that properly. And if you've done it in the professional world, you don't just do it halfway and expect to get to the finish line with that. So, a lot of those gaps were to tie that together. So I would bring Tyler-Munis in to bring everybody up to speed with that proper training.

John Crockett

Thank you, Michelle. Go ahead, Michaela.

Michaela Tonking

Awesome. Thank you. This is a really interesting question. My answer is no. But I've spent a lot of time thinking about this question since I've been on the board. This is a question that is facing me right now. This was first presented in terms of outsourcing our administration. That was the first time it was really presented to us. And it was more the idea of bringing in a management firm. And in that vote, I was curious to find out what a management firm would do, and what we were envisioning, and what type of work we would see from this management firm.

Throughout the process of learning more about it, seeing a proposal that has come through, I realize that I do not believe that is the right choice for our district or for our community. I do not believe it is the right choice because we as board members have one job—actually two jobs. We have to take care of our financial house, but also we have one employee and it's the GM. I believe that we should be responsible for setting goals and measuring the performance of our own GM to make them fit the needs of this district. So, for me, I'm a 'no' on that.

There are areas, similar to what Michelle said, where we can ask for help. I have no problem asking for help when we need it. Currently the board has asked Washoe County to come in and provide us some services, especially in the areas of finance and accounting. As you all know, we're struggling to get responses from consultants—the Rubin-Brown report is telling us that. The other one would be Tyler-Munis. We know that was the biggest finding. We need to fix our accounting system software. Then there are other areas in which we may need help in the future, and advisers, and people to come and help us get over that hurdle. But I don't think this is a 1-, 2-, or 3-year contract. I think this is a 6-month 'let us learn and let us move forward.'

John Crockett

Thank you. Go ahead, Mick.

Mick Homan

I said on the public record I'm categorically opposed to outsourcing the management of the district to a third party. I think that would be a complete abdication of the board's core responsibility and an admission of complete failure to do its most important job, which is to hire and manage their only direct report, which is the GM. We all know that we clearly have issues that we need to solve. We've got a good roadmap on what those issues are. We don't need to outsource leadership to figure that out. What we need to do is we need to hire a qualified leader, help that leader build out their organization, lead the team so they can tackle the issues. As said we may need some help in some areas—Tyler-Munis is a great example. But we need our people in charge running that process, because our people are the ones that are going to own the solution long-term. They're the ones that have skin in the game. And the only way those fixes are going to be sustainable is if our people are part of that fix.

I have been a customer of outsourcing arrangements in my career with some big contracts. You only outsource something that's not one of your core competencies. We are a district that was formed to run utilities and recreation. Those need to be our core competencies. You may or may not agree with whether we have the people in place right now to lead that. But the board needs to ensure that that happens and that those people run it. You should not be outsourcing those activities. There may be individual functions that we should ask ourselves about whether we should look at getting help and outsourcing. But even on those, we need to fix the issue first, and have a sustainable solution before we even consider outsourcing to a third party. Otherwise, it's not going to work. Thanks.

John Crockett

Mark, please go ahead. Would you like to hear that one again?

Mark Case

I unanimously agree with everyone here that we need to not outsource any of our departments—that all can be managed from within.

John Crockett

Thank you, Mark. Frank, please go ahead.

Frank Wright

Outsourcing something that you own is putting yourself in the position to have someone else control what you have paid for and are using. But when you have a venue that loses \$600,000 within a 3-month period—Food and Beverage—you’ve got to wonder are we doing something right? Especially when you’ve done it year after year after year. That’s a lot of money. How many kids could be put into special programs for that same amount of money? Do we need to outsource that? No. I think we need to have control, oversight, and competent people running those operations. We can do that. But it takes conscious understanding of how to run that business. Bottom line. How much money do you make? How much money do you spend? How much do you take in? You know if you do that, you understand where you are. But we haven’t done that. The Rubin-Brown report said we hadn’t reconciled our bank account in 2 years. That’s just pure incompetence.

Something is not good. Something is not right. These venues belong to us. We’re paying for them. We should be using them as residents, parcel owners. They don’t belong to the world’s tourists. They belong to us. And I think we need to protect those. How do we do that? We put people in charge who are going to do their job. If they don’t do the job, you remove them. And you find somebody who will do the job. And make sure that we do the best with our finances. We don’t overspend. We don’t overbuild. We don’t expect that we can have everything we want when we can’t afford it. Not everybody in this town is rich. I know a lot of us are—a lot of us aren’t. So we have to be considerate of everybody in this town and make sure that they’re getting value for their dollar.

John Crockett

So we’ll take a break and be back in 5 minutes.

[5 minute break]

Harry Swenson

Outsourcing. I don’t believe in it. I have gone through that at NASA. It often is problematic. Unless you’ve done it well—by knowing what the contract terms you’re working with are, the way that the contract’s written, and having tight controls over that contract—outsourcing can often give you more problems that they’re worth.

I think I was accused of being for outsourcing a couple of times around here, because I said that the Troon proposal was intriguing. It was an intriguing way to hire a general manager. This came after a year of not having a general manager. Because the previous traditional approach was basically sand-bagged at the last minute. Members of our community contacted the proposed candidates—and even if we now have 50, we’ll see if it happens again—and basically scared them away from the place. IVGID even put out an RFP for a general manager, or general management contract, to which that RFP had no takers. Troon itself chose not to even resubmit the proposal due to the fact they felt that the community really didn’t want it. The community spoke, spoke very loudly. But we need to get our venues operable.

John Crockett

All right. Thank you, Harry. And folks, I have to apologize. We're going to take a short 5-minute break here because the video has failed for our online folks, and the audio has been in and out. So, I'm going to swap out the sound system. We'll be back in 5 minutes. Thanks.

[5 minute break to 49:10]

All right folks, Thank you so much for your patience, folks. I think we are back live-streaming with audio and video. So for our next question we're going to start with Michaela Tonking. Michaela, *if elected, what will you do to create a harmonious working relationship with your fellow trustees?*

[Chatter while waiting for filming crew. Start 50:22]

Michaela Tonking

In order to build a harmonious relationship with my fellow trustees, I think that's something that I get to work on every day. I have worked with people on the current board who I may not see eye-to-eye with and we may be in a lot of different perspectives or have different feelings about different issues. But I think what I've learned... and I mentioned this at the beginning... being in the minority and really having to have conversations with people who think very differently than I do, is I've learned there is validity in everyone's statement and ideas. So, where is our big picture and where do we align in our big picture, and how can we find common ground in that area. This is something I strive to do a lot. There are times that it's not going to be possible and I do know that. But I think something I've learned is there are still opportunities to see why someone chose that direction or why a vote may have failed that I was really passionate about, and to come up with better solutions to really dig in together. But I would say that for me it's really just trying to remember that each person sitting next to us is full of great ideas and has their own experiences and perceptions. And so, how can we build on those to build a community? They talk to different people than I talk to. They hear different stories and have different paths. And so how do we take all that together and build a community?

Mick Homan

One thing I learned in my 40-year career is that you're never going to be in a situation where all of your co-workers are people who you would have over for dinner and drinks. It's just not possible. The key thing is that you need to make sure you're holding everybody accountable for doing the right thing for the district, for the residents, for the business, for whatever it is that you're working on in a group in that setting you're in. You're not always going to agree. But you've got to put yourself out there. You've got to hold yourself accountable. You've got to build a professional relationship with the people that you're working with.

I have worked with and for some people that were the real back-end-of-a-mule. But that's okay. I still found a way to get along with them, to work with them, and to do what needed to be done to do whatever it was we needed to do, to build the business or deal with issues. As long as we're all coming to the table with the right goal in mind of serving the constituents, then I think we're going to be able to

make that work. You know there's not much more that I can add to that. You have to work at it and you have to make it work. You have to listen to people. You may not agree with them, and that's fine. We're not all going to agree, but you've got to be able to listen to them, understand where they're coming from, and make sure they understand where you're coming from. At the end of the day, you know, we're not going to have a board that votes 5-0 on everything.

John Crockett

Thank you, Mick. Please go ahead, Mark.

Mark Case

Working together, you need to find common ground. Everybody's going to have a different opinion. Everybody's going to have a different view. It's a matter of just working together and to try to come together with that objective of a common goal. Everybody's different. Everybody's got their own personality. It's just a matter of how people work together and find common ground—what we're trying to do and we're trying to accomplish.

Frank Wright

There are five candidates up here running for the board. Everyone has an understanding of different things. And that's what we want in a community. When you have five different individuals, they bring to the table five different values, ideas, things that are going on. The issue is trying to get those five people to work together. And you take five people who are willing to compromise; five people who are willing to listen to the other trustees; five people who will look and listen to the community and take their information and their input and try to find some commonality where they can better our community.

I'll take issue now with something I'm finding very upsetting. And that is three people running together. Why? Why can't you run on your own merits and your own morals and your own issues? Why do you have to join forces? I would never do that, not as a candidate. I think that's what the community wants. We want people who are self-thinking that will go out and do what they think is best, and then come together as five, and come to a conclusion on what is best for our community. But, if three come in and they're all going to vote the same way, that's not good for our community. They've already talked about it. They've already associated with what they're going to do. And the other two have no input. Is that going to make a good working board? I don't think so. So when you go to vote, think about individuals. Think about one person, that person's qualifications, and then go to the next. Don't think about grouping. Thank you.

John Crockett

Thank you, Frank. And the next is Harry.

Harry Swenson

So, at NASA I built many teams and worked on many teams. And if you want to see arguments, see a bunch of diverse engineers arguing about the best way to do things. There's never a best way. There's a good way. And you've got to work through the solutions to find the best way. So, at the beginning of

team building, you have to come to common goals. If the goals aren't well understood and common amongst your team members, you will not have a good working relationship. And those goals have to be maintained and built on by all the team members. So, they all have to buy into those goals. Once there's buy-in to the goals, then you can have all the arguments you want. But you point out the facts from your perspective of how we're going to achieve that particular goal.

I also believe in holding yourself to a standard. My standard—and it's a tenet of my campaign is stewardship, transparency, accountability, respect, and sustainability. Those are my internal values that are going to drive me. And as they drive me they will be apparent to my teammates who will be working toward the goals that we set commonly and help to execute. And this is especially true of an oversight board. The oversight board isn't going to do the work. It is going to help organize or oversee and figure out 'where they're hitting land mines and help build the bridges'.

Michelle Jezycki

Thank you. The US Senate has 100 'CEOs' that all think they know how to 'run the business'. So imagine the difficulty in dealing with all of those egos from all parties and having to teach them things like conflict management, team-building exercises with their state staffs as well as their DC staff, and the senator involved as well. It's not an easy task. But I think I can bring those skills—just like I did to the US Senate—to our awesome village here in IVCB. That would be one of the first things I would do.

Another thing I would point out is we need to remember that when we are electing the next trustees, we need reasonable, educated, and experienced trustees... people who will check their ego at the door, let go of the special interests, and focus on our common goals. And that is to you, our community. So I think that is key.

Frank, I'm really glad you brought up the 'running for three together' because we're not. You'll notice we're each running our own campaign—Mick, Michaela, and I. The PAC that was started in our community is of community members who believed in our platforms. And they are different. And we won't always agree. And we don't always agree. But we're not saying, at the end of the day, you must vote for all three. That PAC organized on its own on our behalf. So, while that's quite flattering and we appreciate the support, we are three individuals running for three seats that are available on the Board. So thanks for bringing that up.

John Crockett

Michaela, go ahead.

Michaela Tonking

I started. But I'll try again. [laughter]

John Crockett

The next one will be for Mick. *Do you believe IVGID's recreation assets—ski, beaches, golf, recreation—should be profitable on a standalone basis, or together as an aggregate?*

Mick Homan

That's a great question and one that I've addressed on my website. Obviously, members of the board majority have stated over the past 18 months that our recreation facilities need to operate like for-profit commercial enterprises. I know some of the community members support that view. Many feel that the recreational venues should stand on their own financially or be disposed of. I do not support that view to be very clear.

I am of a strong view that our venues are part of a portfolio of recreational amenities that we make available to all of our community members. I believe they provide a community service to our residents. I believe that the portfolio provides a significant benefit to us as residents.

That doesn't mean that we shouldn't be optimizing how they are operated. It doesn't mean that we shouldn't be optimizing the revenue streams, the cost structure and so forth. It doesn't mean that we should be making capital investments without building a strong case for the relative costs and benefits. I'm a strong advocate of all that.

But, again, one of those benefits is the recreational benefit that we all get as community members. I am of the view that the venues serve the common interest of the community. I'm of the view that they're primarily for the benefits of the residents and property owners, available to the general public—beaches excluded of course—to help us subsidize and fund those facilities.

But I do believe we should be taking a portfolio approach to managing the facilities. I think the long-term operating, pricing structures, that type of thing need to be made at the portfolio level. I think we need to make sure it works at the total district level. Part of that is the collection of a reasonable facility fee to help subsidize all of those venues. As I mentioned earlier, I don't use a lot of them. I primarily use ski and golf... and not even golf that much because I belong to a couple of other clubs around here. So I feel very strongly about that. I do not agree that they should be commercial enterprises that need to stand on their own. That's just not the way I view them.

John Crockett

Thank you. Mark, please go ahead.

Mark Case

I agree that everything should be made for profit. Of course, we're not going to make it as the amenities will not continue to operate if we're not making a profit. That's just a fact.

Frank Wright

How do you know if you made a profit? We can't get our books to show us anything. We don't know if we made a profit. We don't know how much we lost. We don't know how much we take in. The records are closed. No one does the figuring out. Every year we find out that we've probably lost money here, we lost money there, but we don't see it monthly. The Board has asked the managers to provide profit

and loss and expenses every month. So far, I don't think any reports have come in. And that was just recently. We know that Food and Beverage has lost a ton. We know golf loses a ton. We know ski does pretty well in good winters. We know the Rec Center loses a lot of money, as does tennis.

So, should we expect to make a profit? I don't think so. We're recreation. But should we expect the losses that we've had? And what is causing those losses? It wouldn't be too hard to figure out what's causing them if we could see the books. So, my suggestion is as a board member, I want to see your numbers every month. I want to see where you're spending your money, where you're taking money in. When you run an operation at the Chateau for weddings, and you take in \$300,000 but you spend \$900,000 on employees, I think you can make an adjustment there. Do we need to lose all that money? I don't think so. And why do I say all these things?

I know because I've been studying all this stuff, as you should. It's your money. They are your facilities. A lot of waste is taking place. Rubin-Brown has expressed that. Procurement cards cost us a fortune. There's no oversight. No one is watching. Try to get the records. It's impossible. Like I said, I've been studying and doing this for 14 years. I know. Pay attention. And, Michelle and the three people running together, the right....

John Crockett

Time is up, Frank.

Harry Swenson

It's a very interesting question. The question is do you believe the venues should operate at a profit separately or together. It's as Frank says, it all doesn't matter if we don't know what the heck's going on financially. Having been a member of the Golf Advisory Board, we had to fight tooth and nail—tooth and nail—to get financial information, and we still don't know if it was correct. We then modeled it up. The modeler is right over here. I modeled it up to show where we could make better sense and better use of our resources in golf. It didn't call for a huge amount of fee changes. But we did model up the pricing and different pricing options— which is what we delivered to the Board, but they then went another way.

But that being said, we need to know what the real foundational finances are for our community. All the pieces need to come together, and all of you need to know. You need to know what's doing well. Ski's doing well. Great! You know, it made a million dollars. Oh. Golf's not doing so well. It lost a million and a half. The Rec Center—what's its ability? So you can right size the operation to our cost structure. Hopefully we'll get into some comments about the facility fee, which I found out is really a dirty little secret of IVGID, which I hope we have a question about.

Michelle Jezycki

Okay. Ski Incline, right—it used to be Ski Incline before it was Diamond Peak. I talked about growing up here. That was one of the benefits that we used every Wednesday, was to be able to go ski. The bowling alley was part of our Physical Education (PE) curriculum. How cool is that? We are a government community entity. We are not a for-profit business. For the 50-plus years Incline has been in existence,

taking care of recreation—which was only added after public works/utilities, which was our initial charge. And then recreation came later.

We've never been a profit entity. How can you be a profit entity when Mother Nature has a say in your income? My family ran a local ski shop here. Some winters would be fantastic and my mom would be very happy. And other winters were not so good. So I think to hold the entire portfolio hostage to each individual asset that we have doesn't make sense. That's not what Incline is. We are not a for-profit center. Now, having said that, do we need to be responsible in the management and the fiduciary responsibility of those funds and those assets? Absolutely! 100%! But to turn them into... 'golf didn't make money this year'... 'Mother Nature was cruel to us so the ski resort didn't do well'...just doesn't make sense. We are not a for-profit business.

I think the numbers would be great to have. I agree with my two colleagues here. But how can you get weekly or monthly numbers when you have no staff to do it? Our Finance Office is decimated. We have no director. We have no other positions. That's what Michaela was saying. We actually had to go to Washoe County to get some assistance to fill in those gaps. So let's get back on track. Let's get the right people in the right positions, and then expect to see the numbers and hold people accountable at that point. We have to have people to hold them accountable.

Michaela Tonking

I have talked about this a lot during our budget process, and I'm sure many of you did not try to sit through five different meetings to discuss our budget, and understand all the moving pieces. But I think it is super important that we think about this as a government agency, and we think about this as our whole portfolio. And we think about it in the total of the district. There are lots of things that we offer through IVGID that our county would offer otherwise. But we are farther away. So, we don't have those same amenities. This is a lot of our youth programming. I learned how to attempt to swing a tennis racket. I'm still really bad and would love some tennis lessons. I also think there's senior programming, which is a great opportunity for other members of our community. But I think we need to think about it as a whole, and a place that each of our community members has access to enjoy the things that they want to do. I love going snowboarding. I attempt to play golf. I don't play tennis, but I know people love it and I would also enjoy to learn how to play, as I mentioned.

I think the other area that we really need is—yes—financials would be amazing. Believe me, I ask for them all the time. I would love to know. And the thing that was missed in this conversation is that staff also would love to know. Staff has created these budgets. And they do want to abide by their budgets. They do want to be held accountable and make sure they are meeting their budgets. But how can they do that when they don't know the numbers because there aren't enough people in our Finance Department to run it. There aren't enough people to come through to figure out what's going on. And so they also don't know if they're making their budgets. And so it is a two-fold issue. It comes with (a) how our financials are run, and (b) how we do our pricing. So we really need to make sure that we have a cycle that's working both to appease staff and to be transparent with our community.

John Crockett

All right, Mark, we'll start with you for the next question. *The current Board of Trustees has burned through a sizable surplus of revenue in the past 18 months. How will you go about restoring financial balance to our community?*

Mark Case

First off, we need accurate and honest financial reporting, cost cutting, and budget controls; proper management of resources, oversight and internal controls. We need an evaluation of employee job descriptions and a monthly report from each venue. We need management reports on maintenance and repairs needed for each venue. And we need a functioning accounting system that can interface with the point of sale system. We need to complete the evaluation of our utilities.

Frank Wright

Could you repeat the question?

John Crockett

Of course. *The current Board of Trustees has burned through a sizable surplus of revenue in the past 18 months. How will you go about restoring financial balance to our community?*

Frank Wright

Did you say 'burned through'?

John Crockett

That's correct.

Frank Wright

Oh, that makes sense. Well, that's what I've been telling you. We're spending an awful lot of money and I'm not sure where it's going. And that's part of the problem. We cannot follow the money. If we could follow the money we'd know how to readjust the finances.

When you have a report coming out from Rubin-Brown that's saying our finances are a mess, and we have all 40 or 50 possibilities of fraud, I think you have a problem. I think you start adjusting what's going on. And you start pulling back and finding out how that money is being spent and where that money is going. There are all kinds of rumors. You could dispel the rumors with accurate accounting. You could just stop them in a minute. But we can't get the accurate accounting.

Our employees that were in charge of our accounting—most of them are disappearing. You ask the question why. It's not too hard to figure some things out. Something isn't right. It's your money, people. It's your facilities. It's your venues. It's your golf courses. Do you want to give that up because nobody's interested in looking? It's fun to come up here and jump in the lake, go water skiing, go play golf; but this is your community.

I care about my community, our community, your community. I want to see these things fixed. And I want to see them done quickly. Now, how many of our board members are capable of doing that? I don't know. They don't get along. They don't work together. How many of the new board members can fix this? I think we could get along. I think we could get our information, sit down and analyze it, and go forward from there—and involve the community. Listen to the community people that have come forward and offered a lot of information—rather than ridiculing them, chastising them—listen to them. There are a lot of people in this community who are very, very talented. And they have a lot of information that they can share with us. Thank you.

Harry Swenson

So, I have a problem with the statement 'sizeable revenue.' What they utilized was the over-collection of the Rec Fee for decades. The Rec Fee was really a revenue item that was put into our budget to pay off our bonds. We really currently don't have any bonds in the recreation area. So for the life of me I can't figure out how we ended up with a \$22-\$23 million dollar surplus of monies over-collected to pay off bonds. Now the current board has pushed back the collection for the Rec Fee and made it zero last year. Now they've put it back to, I think, \$250 or some nominal amount.

Just so you know, that's really a tax. And in the State of Nevada, it's required that a tax be brought to the people. And the people have to vote on it. And actually, it's a pretty hard vote because it requires a two-thirds majority. You cannot just willy-nilly say.... Oh, and I found this out by going down the rabbit hole after the town hall to figure out what a GID really is. It's a government entity. It doesn't have tax authority, unless it's given it by the people. People haven't given us the authority to tax them. So 'burning through a sizeable revenue' is a misnomer because what they burned through was an over-collection of what was supposed to pay for our bonds. So, with that said, we've got to be careful about that.

Michelle Jezycki

Thank you. Restoring financial balance to our community... First of all, our systems need to talk to one another as has been discussed already. When you migrate two systems, and you don't fully integrate that, you have some people doing some of their work in accounting on Excel spreadsheets instead of the Tyler-Munis system that we paid a good amount of money for. So I think that's the first thing. I think we have to get our systems talking to each other.

Again, I feel like a broken record—sorry about that—but we need staff. In this budget, it was a wreck. I did attend those meetings. I mean it was a nightmare. We need to start that budget process sooner. We need to keep staff involved and communicating. They should be the professionals overseeing their division, their realm of responsibility in the district. If they can't, we have the wrong people. So let's trust them and verify that they can do what they're hired to do. But let's support that. Let's support that process. So, in the budget process, they did not put a financial director for the entire year. How do we operate that way, especially when we're all up here saying we need those numbers? How do you operate without a financial director?

I think you also need insight from educated and experienced board members. I don't know about you, but a chief accounting officer from Proctor and Gamble... I would kind of like to pick Mick's brain on this. Michaela—her experience as well. I've got the financial experience and budgeting experience with the businesses that I've started. Get people to contribute. Get the financial director, and get those conversations going.

I think Harry's comment about the bonds... it's not exclusively bonds. I don't think the board did us a favor of cutting that fee. It also helps to pay debt and capital improvements. So that is what the Rec Fee is for. I live in an HOA. I pay almost \$1000 a month. We don't even have a swimming pool. Look at what we're paying for all our resources.

Michaela Tonking

So, there are a lot of different reserves and areas that we could be talking about right now. And I feel like we're conflating a bunch of them. So I did want to start and talk a little bit about our four different funds that fund operations. They have a community service fund, a beach fund, a general fund, and a public works fund. We set a reserve policy that "We want to make sure our money doesn't go below this amount." We are below it in almost every fund other than the community service fund. Our general fund is almost at the level in which the State would say that we're violating the expenditure amount. But I think this has come through a lot of different issues.

I think the main highlight we heard is, "No one knows exactly what the financials are and where they're sitting in real time moment-to-moment. And so we have to spend some time to make sure we are getting that created. I think the board has contributed in some ways to overspending. We've seen a lot of turnover, especially in our general fund. We've lost our general managers (GM) and with the cost of employee turnover there are retention costs we then have to pay by not retaining those people.

Looking at Community Services, the Rec Fee can actually be used on capital and debt. It has been used on bonds. And at times it has not been lowered after the bond was paid, but it's been there to help with capital projects. I will tell you that after we lowered the Rec Fee, I got a lot of emails—and I wish I had the exact number—of people who were very upset that we had lowered it, because they had used that and expected certain services and maintenance on their buildings as well as improvements that they were looking forward to that had been delayed. So I think the other area is to make sure that the board really addresses going forward what can get done in a year and what is the cost of doing those things.

Mick Homan

Thanks. So, it's been said before, but the first order of business is executional, which is to staff the organization— the finance and accounting organization. Get the Tyler-Munis system up and running so that we know what we actually have to look at. The next piece is more strategic. You know, we have made strategic decisions on how we allocate costs to facilities and so forth that, frankly, makes them impossible to operate.

We've got \$4 million of central costs that we're spreading like peanut butter across all the venues. Nobody can deal with that. If you're managing that, you've got these costs that you have no idea what they are, you have no idea how to manage them, and now you've completely eliminated our ability to manage those costs because nobody owns them. So you've got to fix that. As an example, I was talking to someone in town about fleet services. The golf course gets charged \$100 an hour for a mechanic. You know, they could hire that mechanic for \$30 or \$40 per hour. So how can they possibly make it work? So we need to come up with reasonable allocations that actually manage the contribution and performances of these businesses.

Harry talked about over-collecting the Rec Fees. I disagree. I think we've collected the right amount of Rec Fees. The problem is we've under-delivered on our priorities—in terms of all the Master Plan—that we've done for everything we need to do with this community. Everything was built about the same time. It's in bad shape. It needs to be repaired. I would also correct Harry. It is NRS 318 197 that says a board of a GID can set facility fees, collect facility fees, and stand by facility fees, whatever. It doesn't need to be to correct the bond. So just correct them on that as well.

John Crockett

All right. Thank you, Mick. And we're going to do one more question starting with Frank. Then we'll take another 5-minute break. That will be the time to submit follow-up questions if you have them. The question I have here is, *"I'd like each candidate to say whether he or she now believes it was appropriate to do the forensic audit, and whether he or she agrees with its recommendations, and, if elected, will work to implement them."*

Frank Wright

I agreed with the forensic audit. I cannot believe that a community would ever say they didn't want a forensic audit. Because this forensic audit—and I agree with it—exposed an awful lot of things that are wrong. How would we know? We just keep going on and on. Of course we needed a forensic audit. One of our trustees, who is sitting up here tonight, voted against it. I don't understand that. If you're really looking at our community and want to do the best for them, you want to see what's going on. You want an outside, independent evaluation of what is being spent, how it's being spent, where it's going. I can't believe anybody would be against that. And we've been asking for it for a long time.

The end result was shocking. Absolutely shocking how our money is being wasted, spent, and where people are going with it. It's not right. So a forensic audit—the one we got—was very good. It woke us up. It woke up the community. Everything I've been saying for 14 years was exposed in that forensic audit. Everything. I wasn't wrong. I was doing it for my community. I was trying to help my community to be healthy for all of us... no other reason. It was for no other reason than just to make our community the best it can possibly be. And who would argue with that? Who would not want to do that? Well, one of our board members voted against it. Like I said, you want to pick people here in this room who are up at this table that are going to do the best for you, the best for our community, and make what we have really special. I will do that. I've been doing it for 14 years. And I've taken a lot of heat... a lot of heat. You know what... tough skin. I live here; it's my home.

Harry Swenson

Could you repeat the question? What I really want to understand is, 'yes' I think we should have had the forensic audit, so that answer is absolutely yes.

John Crockett

Sure, I'll repeat the question: *I'd like each candidate to say whether he or she now believes it was appropriate to do the forensic audit, and whether he or she agrees with its recommendations, and, if elected, will work to implement them.*"

Harry Swenson

So, the forensic audit was an independent audit, not done by us. So to agree or disagree, it doesn't really matter. But it showed 44 observations of potential fraud, of which 17 were "high risk." It also showed that we're missing \$7 million. I heard at a board meeting that right before our last GM left, "Oh, we reconciled it." I then contacted our treasurer and asked, "Was it reconciled?" He said, "Yeah, there were journal entries that were reconciled, but I haven't seen any validation of what it was."

So, we were finding... this didn't happen last year. This has been a recurring problem. Everybody says, "Oh, we don't have anybody in Finance." Well, we had a bunch before. And this is the kind of situation we ran into. So that is kind of confusing to me as a member of this community. In fact, that was one of the reasons I chose to run... not the forensic due diligence audit... but the precursor to that. People are saying, "Oh, we don't need an audit. We don't need an audit." How the hell do they know? We have an auditor over here. We have auditors out there. And we're just so frustrated with their inability to get information. And if you trace back on the audits that we were required to provide to the State for the last decade, the same problems were mentioned: no financial controls, no oversight, too much spending, not enough authorization. And finally, we talk about the people. When I had managers, each one of them had to know what their budget was.

Michelle Jezycki

Yes, I agree, a financial or forensic audit was necessary. But was it necessary three times over? I don't think so. I think we've spent over \$400,000 on the same time period—for the same records they were looking at for the same calendar timeframe. And then they were surprised that the professionals that came in to do the work found the exact same recommendations.

So, if elected, would I carry out those recommendations? Absolutely. I even mentioned in public comments at the board meeting that we need to follow that roadmap and have some of those recommendations taken into the new GM's performance management tool. Hold that person accountable to making sure this gets done. Again, we need a finance director. But I really think that's an important step. Yes, there were 40-some odd recommendations. Eighteen of them were already closed. Let me repeat that. Eighteen of them were already closed. And they're listed by priority. The \$7 million that was "missing" wasn't missing. The reconciliation wasn't done in the time period that the study was being done. They were behind. And, again, if you don't have staff, you're likely going to be behind.

I think what we need to do more importantly is get rid of the 'gotcha' mentality. You know, we're looking for smoking guns. We're hoping they're going to be there. We're getting consultants in to do this work. And we're manipulating the scope of work once they've started. Let them do their jobs. If we're paying for professionals to do their jobs, let them do their jobs and give us their professional opinions that we can then follow. So, I don't think we need to micromanage our consultants, or interfere with their scope of work. And we need to get rid of that 'gotcha' mentality. But yes, it was outlined. And I do think that is a roadmap for the next GM and finance director to make sure we close those loopholes.

Michaela Tonking

I'm ready. So to push back on what Mr. Wright said about voting no on the forensic audit, I was on the board for the first round of it. We then had... It was about \$125,000 cost. That was what we were told we were spending. We then had a... I was on the phone with the GM one day, and he goes, "Oh, actually the fraud audit is \$350,000. That had not come to the board. The board had not approved that additional spend. And that is where I felt that I could not vote for an option like that when it felt like fraud was in the system.

But, to talk about it, I think their findings were very valid. There were two other consulting firms that had also done a look at the similar years and in similar areas, especially around internal controls. And I would say, in the end, it was money well spent because all of them said the same thing. So it means that at least everyone was looking at the same period of time and had the same findings, which shows that we really need to move forward and make adjustments. What was meant, and what we really need to think about is what has been adjusted and looking at trends over time to see what has changed, and what has been improved. But also know that we have to invest time and money as well in training to ensure we're meeting all of the internal control criteria, as we have seen in our previous two audits.

I also want to say that, I believe it was in 2018 but I have to look back, but Nevada had given us an award for having great financials. So, I think that's looking through another lens, and we've moved from that. But just throwing that out. And I also wanted to state that our treasurer on the record during our town hall said that the \$7 million did not 'walk out the door', that there were journal entries; and he was ensuring that they were the corrector entries, but he did want to clarify to everyone in that town hall and I will clarify today, the \$7 million "did not walk out the front door."

Mick Homan

Thanks. I spoke against this when they were originally doing it. And the reason wasn't because we didn't have work to do. We had already had two consultants come in and give us reports, and they were pretty much the same. I thought the money would have been much better spent if we actually spent it on solutions, fixing the issues that we knew we already had rather than spending \$400,000 for a consultant to come in and look at the exact same period and the exact same thing and tell us pretty much the exact same thing in terms of recommendations.

Frank continues to make recommendations about all these revelations. I've read the reports. There's a lot of redundancy in there. There's not much different other than when it was obvious that some of the board members directed them to look at individual things, and they found some minor things there—nothing big—no fraud. You do a forensic audit when you have an indicator of fraud, not when you have conditions that could give you the possibility of fraud. But there was no indication that fraud existed. The report found no fraud. The money would have been better spent fixing the issues.

Having said that, I agree with the recommendations. I agreed with the recommendations the first two times we received them. We need the staff and we need the systems to actually implement those solutions. And I talked about that earlier. Again, no missing \$7 million. The books had not been closed. Journal entries had not been done, so there was a difference between what we showed in our ledger and what they showed in the bank. Anybody who knows anything about financial reporting knows those things happen. When people who don't know what they're talking about come up and make gross generalizations and misrepresentations about that, I have a problem with it. And if I'm a trustee, I'm going to get to the bottom of things like this and make sure that the reporting is right. Not that we're going off of uneducated people making unsubstantiated claims.

Mark Case

Why I started out as running for a board trustee was first off, there was a recall. That got my interest in going to the board meetings. I was attending the board meetings when the Rubin-Brown report came up. It was quite shocking. I, for one, am glad they did the forensic audit. It did expose a lot of potential fraud in the 16 items that were considered fraudulent. That to me is very serious. I would work with the rest of the trustees to implement controls, and that's about it.

John Crockett

All right. Thank you candidates. We're going to pause and take another 5-minute break here. And then we'll have time for just a couple more questions before closing statements

[5 minute break]

Okay folks, we will resume again. We'll have time for about two more questions before closing statements. Please take your seats. For our next question, we are back to Harry. *"How do you plan to ensure the remaining staff's jobs are secure, while improving morale and trust among the staff?"*

Harry Swenson

How to ensure remaining staff jobs are secure. That's the first part. The first part of that is to ensure we know what we're paying for. I think we've all come to that agreement. If you can do that, then you can start figuring out how to ensure there's stability. Now regarding morale, I've had significant NASA training in supervision, in project management, and other areas. Morale is directly related to job satisfaction and a perception of being valued by the individual. How does an overseer maintain that? They can maintain it as I plan to by showing respect to them when they present information. But I will also question and get down to the details—or not the details—but to a level that is enough to be fully

transparent in their answers. Also, when I was at NASA, we always knew one fact: “Your job is only as good as your first-level supervisor.” If that first-level supervisor isn’t doing the job, you have to do the evaluation of supervisors. I was evaluated by 360s by 520s, and 720s methods where they go around your management—your team members are looked at, your customers are looked at and are evaluating you, and your executives above you are evaluating you. That is an interesting way to find out how a supervisor or a team leader is working.

You first have to hire a strong leader as a GM, as well as hire some of the senior staff that we don’t have. So hiring them, making sure they have leadership skills and financial acumen will make that easier.

Michelle Jezycki

I love this question and I think it goes back to the whole idea of not micromanaging, not working under a “gotcha” mentality. I don’t know how many of you could work if you’re walking on eggshells every day wondering if that ax is swinging next for you. Yet, we’re still expecting high performance and complete loyalty and their best efforts. It’s incongruent and it needs to change.

Basically what that creates is a toxic work environment. What toxic work environments do is not only cut into the effectiveness and efficiency of operations, but it cuts right into our pocketbooks as a community in something called lawsuits. It’s unnecessary. I don’t think we just give out free tickets and say every staff member just keep doing what you’re doing. I think we pay attention, we ask them, we listen more. We attract the right employees by fishing in the right ponds, and not just saying, “Hey, let’s go talk to you here and get him to apply, and let’s talk to you too here and you apply.” We have to have legitimate processes and very transparent processes in place to attract and invest in our staff, and be able to celebrate them in order to retain them. In the meantime, have performance plans that are meaningful, objectives that are stretching each employee, so that they can be the best employees that they can be, and they are feeling like they are contributing to our community.

Going back to the fact that we have one employee as a Board of Trustees, and that’s the GM, we don’t need to dig down to the front level staff, and poke our nose in that business, or threaten them from either community members or board members saying very inappropriate things to them. That’s not our job. Our job is to hire the right people in the right positions through the GM that we have to ‘hit-out-of-the-park’ with. And I think that that can happen. And I think that that will happen.

Michaela Tonking

This is a question I think about a lot serving on the current board and watching a lot of great people walk out that door—people with a lot of expertise, people with a ton of institutional knowledge, and people who loved this district for a really long time. And we still have a lot of that dedicated staff—people who moved out of the basin but still drive long distances to be here, who continue to strive to make this a community everyone wants to be part of. But there’s something that’s missing. And I think what really needs to happen is there needs to be trust from the board. And whoever the new board is, whoever is sitting in these seats, needs if they hire a good GM, that GM’s going to hire and have a great team. And we have to trust that they know what they’re doing. None of us sitting up here are going to be lawyers,

engineers, accountants, directors of golf, directors of operations... We're just not. So we have to begin to trust that staff to give them the expertise that they need.

I think you still have to hold staff accountable. You have to hold them to high standards. And you have to provide feedback and growth opportunities. But you also have to treat them with respect. So whoever's on this new board, this is something that I think is the most important. We interact with all staff, especially in board meetings. We need to treat them with the respect when they come in, whether we agree or disagree with what they are saying. We can add respectful feedback. And we can ask respectful questions. But we have to treat them as the experts, believe what they're saying to us, and trust them; but also build on it and ask those really deep questions, but respectfully. And so I think that is what really keeps people wanting to come day in and day out and be part of this team.

Mick Homan

Thanks. It's really unfortunate that we even have to address this question. It tells a lot about the state of where we're at. You talk to staff, you talk to community members—staff have not been treated appropriately. They've been micromanaged, the "gotcha" mentality, always on edge in terms of "is my job next." We clearly have an issue that needs to be fixed.

And that does start with the board. You need a board that's going to collaborate, that's going to help staff as opposed to get in their way. We absolutely need to hire the right GM. And then we need to provide the resources that the GM needs to build out their leadership team.

I've been through this before when I took the job as Chief Accountant at Procter and Gamble (PNG). My organization had the worst 'culture survey' results of the section. And over time I fixed that to where we were the benchmark. We were the best in the section. And it was pretty simple. You start with hiring good people. I didn't get to where I was at because I was the smartest guy in the room. I got to where I was at because I looked for people who were smarter than me, and brought them in, and then helped them, put them in the right place, and then just got out of their way and let them do their job. I think that's a lot of where it starts in terms of what we need to do as a board to help do that. I think that's really the answer.

Mark Case

John, would you mind repeating the question please?

John Crockett

Yes, Mark. Absolutely. *"How do you plan to ensure the remaining staff's jobs are secure, while improving morale and trust among the staff?"*

Mark Case

That's kind of a strange question. How to ensure that the staff will remain?

John Crockett

How would you improve morale and trust among the staff?

Mark Case

As a former manager, gosh, I just let people... Make sure they're doing their jobs properly... Make sure that they know what their job is.

John Crockett

Anything to add on how you would help build the staff?

Mark Case

It doesn't seem it's the board members' responsibility to build the staff. That's the general manager's position. So, finding the right general manager—which I think we're on a good course right now—the general manager we do have seems to be concerned and doing a decent job. I would leave it up to that person to fulfill all those other responsibilities as far as staff is concerned, because it's really not a board member's issue. That's the way I see it.

John Crockett

That's good, thank you.

Frank Wright

Mark, if you want to retain your staff, pay them what they're worth. You know, if we cut our costs and expenditures in places where we shouldn't be spending money, and give our in-the-trench workers a decent salary, they'll be the happiest campers you've ever seen in your life. If they're given a salary that is worthy of their work, that makes them want to come to work, it makes them want to work harder, it makes them want to work for our community, they'll be happy. But when you have them looking at their bosses who are receiving outrageous salaries, sitting around doing mostly nothing, it pisses people off.

I would not want to work in an environment where someone was getting an awful lot of money and I was doing all the work. And that is staff morale just being totally destroyed. I know there are people who work here who are wonderful, who love working here, but they see some of the stuff that's going on here. If we cut our costs, stop spending money on things we should not be spending money on, then salaries can be increased. You know, sometimes just a dollar an hour will make people happy. That's not much. It's not that much. Two dollars will make them really happy. But when you're spending \$200,000 to have someone sit at a desk doing mostly nothing, that's pretty shocking. And how far would that \$200,000 go if you could spread it among the employees? You think the morale's going to change? You bet. Things would change very quickly if we could figure out where our money is. But we haven't figured it out yet. Anybody up here saying we know where it is... un-uh. Anybody up here that's saying there's no fraud.... un-uh. There's fraud. There are things going on that we need to fix. People, it's our community. Thank you.

John Crockett

Thank you, Frank. And the next question, we'll start with Michelle. We've touched on some of the major issues including finances and staffing at IVGID. We'd also like to touch on the Strategic Plan. This question is: *"Our present Strategic Plan is a mess without a single listed goal. When would be the best time for the trustees to develop a new Strategic Plan? What is your experience in strategic planning? And would you favor a seasoned planning consultant to help with this process?"*

Michelle Jezycki

Thank you for the question. The Strategic Plan is a mess. My experience with strategic planning is I was a facilitator for more than 30 years for nonprofits, government entities, small businesses, start-ups, and all kinds of organizations. So I would love to contribute that skill set to help. And in terms of timing, I think it needs to be done yesterday. So one of the first things for a new board is to select who your chair is and the rest of the officers are. I think number two is we listen to staff and ask them what their priorities would be. Not that we need to take them carte blanche. But listen to them and take that feedback into a strategic planning process.

Do I think we need to hire an outside consultant? I don't. I think we have enough experience at this table to walk us through that process. And again with educated, reasonable, experienced trustees, who may or may not agree all the time, we can iron out a 3-year, a 5-year, and a 10-year plan, and not just do it as a check-the-box exercise because the State requires it. So I would bring my skills and expertise to making sure that that happens and getting us organized. I

t's like going somewhere. You know, we use these all the time [holds up cell phone]. "Siri, Take me to 125 Main Street." How do you get there without the map? That's what we need to do. We need to quit kicking items down the path. Some of the items have even fallen off the list of Capital Improvement Project (CIP) issues. But we have to be able to plan out and prioritize. Without a strategy, we're just going to be floundering. [Cell phone Siri says: "Sorry I don't understand."] [Laughter] I can repeat that. She's going to give me directions to Main Street.

Michaela Tonking

Okay. Yeah. So the Strategic Plan was part of Moss Adams too. In it there was a really good point where it talked about getting feedback from our employees as well as community members, and of course your board members. I think that's really key, because I think we've just spent a lot of time talking about all the employee turnover, all of the new people who have become part of the staff, and I think that it would be great to hear their input and their vision from their past experiences and past jobs as well as those who've been in the community for a while and have great insight into how things should move forward. Our community has changed and will continue to grow and change. So being able to have community members tell us what they want, what they need. IVGID serves our community so their voices are the most important. And then, as well, as a board.

And so that should start right away really. The second we start moving through before we even really start working through our budget, we should be working on a Strategic Plan to help guide our budgeting process. So it has to be a Strategic Plan that can adapt, because not all of us will be here in 5 or 10 years.

So it has to be something that can really be adaptable and meet the interests of the ever-changing desires of our community. I've worked on strategic plans for school districts, NGOs, as well as helping people implement them. I think I have great feedback on how do you start creating one and what are the big revenues and keeper performance indicators you want to focus on or financials you want to focus on. And then I think that something we could do instead of hiring an external consultant to do it for us—but maybe look for feedback. There are people who will provide you feedback on your Strategic Plan, tell you maybe a few areas that you're missing or that would be helpful. I also know that the county uses the State sometimes or other organizations of the State to get feedback on their Strategic Plan and it's something we could consider as well.

Mick Homan

Great question. I agree that we have not done any strategic planning recently, and it's something we obviously have to do. I think we're entirely too focused on short-term and we're not at all focused on the longer term 5-10 year plan. We've got a 5-year Capital Plan but it's... I know staff wants to turn that into something more strategic, but largely right now, it's just a compliance exercise. We even have board members who totally discount anything that's on the 5-year plan if it's not on the current year, which is absolutely the wrong way to look at it. We need to turn that into a strategic exercise. We need to work with staff to figure out the really, really—what we need to do, where we need to spend our money over the next 5-10 years. We need to figure... we need to work with the staff and community to figure out how do we prioritize those products. Obviously, we've got some items that are... that you can't challenge—health and safety—you absolutely have to do. We've got a big backlog of deferred maintenance that falls into that category.

But then we need to get feedback on what are the priorities for the community. We need to roll that into a 5-year plan. We need to figure out how to sequence it. We need to figure out how to prioritize it. That's going to tell us how much funding we need. And then we'll work with that to figure out, okay, strategically, what do we need for a long-term funding plan to make all this work, because we can't do everything up front. There's just too much to do. We've waited too long. We've kicked the can down the road. So we need to get working on it. So we're going to have to sequence it. We're going to have to tackle it over a 5-10 year period. That's going to drive our funding. We can't you know... We've got to turn the facility fee into a long-term commitment on what we need to feed all these things that we need to feed.

In terms of experience, I gave in my opening comments that I've done strategy setting for one of the most successful companies in the world at the organization and company level. So I think that will do. Thanks.

Mark Case

I'll be honest. I've never worked with Strategic Planning, so I'm willing to learn.

Frank Wright

Have you ever taken a vacation and didn't know how much money you had to spend? That's what you're asking here with the Strategic Planning. How can we go anywhere without knowing what our finances are? I attended the Committee on Local Government at the Department of Taxation. They ordered IVGID to provide a budget and a reconciliation of the bank accounts. They were supposed to be turned in the 29th of August. To this day, it hasn't been turned in. If you want to plan for the future, you've got to look at the past and see the damage. You've got to see what you have in your bank. If you want to start building things and doing things, and you don't have the money, that's silly.

Oh, some of the trustee candidates up here adamantly say we should bond. Well you know the last debacle when we bonded to get money to do our future buildings and things—they never cut the bond loose. They kept collecting it—repurposing it. I think that's the term we were using. Repurposing money that paid off a bond? And now you want to bond again without voter approval? I think before we ever bond, we get voter approval. Otherwise you're going to do the same thing. They always say that if you repeat the past and you haven't looked at the future, you're going to do the same thing over again. I'm asking you to pay attention. Listen very carefully to what you heard tonight. A Strategic Plan has to have finances and understanding of your finances before you go forward. If we do that—if we get this information out—then we can start planning. But the plan before then is taking a vacation before you know how much money you have. You're making a mistake. Vote wisely. We can change this. We can make it really well. But if you don't do that, and you go with the old guard the old way it's been done, it will be the same in the future. Thank you.

Harry Swenson

I have participated in and run strategic planning activities for NASA many times. Matter of fact, I was even a facilitator for the Federal Aviation Administration (FAA) in their strategic plan development. What you need there is your customers, you, your managers, your employees, and your outside people who you actually affect. You have to be able to set goals fairly quickly for a Strategic Plan. The goals of the Strategic Plan can be what you're driving to. We want to make this place better, have more camaraderie, more facilities, whatever it is, it can't be a wish list, because that's what our Strategic Plan looks like. To me it looks like a wish list. Well, that's great to have a wish list, but you don't have a Strategic Plan.

As Frank points out, a Strategic Plan has to be complimentary with the financial projections. Where you're going to get your money, how you're going to get it, and what you're going to do with it to feed into that Strategic Plan. Also, as I said, I worked as a facilitator so somebody asked the question about having a consultant do it. No. It has to be done by the people that are doing it. But consultants that are good facilitators are very helpful. That's why I was a facilitator for the FAA in developing their Strategic Plan of implementing advanced technologies. I actually used them as part of my customers in developing the advanced technologies that we thought they needed and got confirmation and worked with them. So, I have experience. I can do it.

John Crockett

Thank you, Harry. And I thank you candidates so much for answering all these questions. We have a lot of questions we did not get to. So folks, please stay and chat with our candidates or contact them

directly if we didn't get a chance to ask yours. And we're going to wrap up here with closing statements from each candidate. They will get 3 minutes each. And Frank, I'd like to start with you.

Frank Wright

First I'd like to thank everybody for being here tonight. I'd like to thank the hosts for putting this on. This is very, very informational for the people who are here. You took your time to come here. You wanted to hear what's going on. I hope you evaluate what you heard tonight. I hope you take the information home. If you have any questions, call me. My number is out. If you see me on the street, come and talk to me. I'm approachable. I hold no grudges. There are some people who may be upset with me over the years for saying what I've been saying. But it was true.

But you know I love everybody in this community. It's a great community. As a community we should be together. We should get along with each other. We should help each other. That's the way a community operates. Anger—animosity—the recall was a disaster. That was ugly—very ugly. That didn't do anything for us. It didn't help a thing. It made a lot of people hate other people. But that's not the way it should be. We can disagree politically. We can disagree financially. We can disagree about amenities. You know what? When it comes down to it, we still live here and it's our community.

Do you want to make it the best? You can. I'm approachable. If I see you in the grocery store, say 'Hi'. Win or lose, I'm not going to be mad. I'll continue working for my community. I love it here. It's a great place. You know a lot of things are said and done that shouldn't be said and done. But, you know, let's get over that. Let's go forward. Let's work these things out. As a candidate, I've been doing that—as a candidate for IVGID.

But I do other things for this community. I'm now working with Lisa Krasner, who's a wonderful NV senator. And we're trying to figure out how to circumvent this insurance mess. I have a meeting tomorrow with the Insurance Commissioner and Lisa if she can get out of her meeting. We're going to talk about the options that are going to be presented for you people to get cheaper insurance. That, to me, is really important. We could lose a lot of citizens when they get stuck with these big insurance bills. So I'm working on that. It's nothing to do with IVGID. I'm here for you guys. I'm here to make a difference. I hope you give me your support. Thank you.

Mark Case

In closing, I just want to reiterate that I've lived in Incline Village for the better part of 37 years. I have a Bachelor's Degree in Business Administration. I worked for the Recreation Center for 16 years. I was a mobile notary for business for 21 years. I worked in Incline Village. I got married in Incline Village. I raised my kids in Incline Village, and my boy graduated from this high school in 2002. My work history in Incline includes time managing the Casino Security Department for the large casino at the Grand Hyatt. I was there 12 ½ years and acted as a department manager as well as a senior safety officer. I was responsible for hiring, firing, training, scheduling, reporting, safety, and health; and always worked with and within a budget. Which brings us back to the biggest issue at hand. The district finances are in disarray. The

finances have been a hot topic for some time. And it's evident that the district is still operating. But the question is, for how much longer can the district sustain itself going in the direction it's headed at this present time.

It seems in the past, past board members got elected, came with a wealth of knowledge and experience, and seemed to figure out a way with all that knowledge and experience to manipulate the system. And that's not just the past board members. They can't do it alone. They've had a past general manager to help implement their not-so-little schemes. The current interim general manager is doing a good job thus far and is interested in staying on. Therefore, I hope it works out as well. What I'll work for along with the fellow trustees is as follows:

- honest and accurate financial reporting,
- once again—immediate cost cutting and budget controls;
- proper management of resources;
- oversight and internal controls;
- an evaluation of jobs and descriptions, and
- employee needs
- a monthly report from each venue
 - management reports on maintenance and needed repairs through each venue
- a functioning accounting system that can interface with the Tyler-Munis system
- a complete evaluation of our utilities department

And in closing, I'd like to say that I'm an honest person, I'm a giving person. I'm not a self-serving person. And I really want to help, which is to do what's best for the community that I live in. I'm at the point in life now where I want to serve my community. I desire to be a civil servant, so to speak, a patriot instead of a politician. Finally, we are a small community with the most amazing amenities. It will be my purpose as a board member to make certain that the way of life in IVCB not only remains constant, but actually improves if I'm elected to the Board of Trustees. Thank you.

Mick Homan

Thanks again, and thanks again to our host and all of you for coming tonight. Unfortunately, the divisiveness that has defined national politics is playing out locally. We see it in how the current board operates, the chasms that developed between the board, the staff, and the community; and certain segments of the community are being pitted against others. We also see it in hit pieces about candidates sitting at this table. Frank was kind enough to pass one of those out tonight. It says that a vote for me is a vote for loose controls and special interests that threaten the very survival of IVGID.

You have my professional background. I spent 40 years building my professional reputation—best-in-class accounting controls and governance and living by a simple motto: “Do the Right Thing.” It's in my DNA. It's absurd to think that I would or could abandon that at this point in my life. But they did get one thing right at least partially. They said I'd look out for golfers' and employees' interests. Guilty as charged.

I'm a golfer, but I don't play Incline courses much. I buy a 10-pass each year because I belong to two other courses in the area. But I've met a lot of residents and friends on the Incline courses, and I will look out for their interests. As a resident and Audit Committee member, I've met and worked with IVGID staff. They are a collection of honest, hard-working professionals. I will look out for their interests. But it goes well beyond that. I'm a skier. I have uphill and downhill passes at Diamond Peak. I've met many great residents on the mountain, and I'll look out for their interests. I don't use the Rec Center or the racket facilities, but my wife uses the Rec Center and is an avid pickleball player. Through her, I've met great people at both facilities. I'll look out for their interests. I don't use the ball fields, or the skate or bike parks, but I walk our dog through the trails next to them. I'll look out for the interests of people using those facilities. We all use our utilities. And I'll look out for your interests on that front.

I'll look out for the interests of all these groups by working with other board members, staff, residents, and homeowners to fix our issues, strategically invest in our human and physical infrastructure so Incline can operate and be an attractive place to live and work. More specifically, I'll work to ensure we're an employer-of-choice, not an employer-of-last-choice. I'll work to ensure the utility infrastructures are operating efficiently and serving the needs of the community; and to retain and invest in the portfolio of recreational venues that drew most of us to Incline.

Concerns have also been expressed tonight about the organization that's independently promoting Michelle, Michaela, and me. I'm proud and humbled to have their support. I've spent a lot of time with both Michelle and Michaela discussing issues and opportunities. We won't agree on everything. But they have the skills we urgently need. And they have the best interests of the community.

I'm committing to working constructively with them and trustees Noble and Tullock. So thanks for listening. If my views resonate with you, I'd appreciate your vote. And if you would like to help, I have signs here tonight that you're welcome to take and post in your yard. Thanks again.

John Crockett

Thank you. Go ahead Michaela.

Michaela Tonking

The candidate that you elect to trustee must be the person who can reflect the interests of the community. Our community wants, and quite frankly needs, a board that can be productive, diplomatic, and functional. Every day in my work building education coalitions and advocating to the Legislature, I am tasked with looking at the big picture, understanding concerns, and fostering compromise in order to make successful decisions and legislation. Growing up in Incline, and now residing here as a young professional as well as having served four years on the board, I have seen the community evolve, heard their desires. I will continue to focus on gathering all the facts, listening to all concerns, and making informed decisions for the community that extend beyond my time as trustee.

IVGID is in a time of rebuilding. A lot has transpired over the last two years, we have lost two general managers alongside many incredible staff—leaving with them years of institutional knowledge and

expertise. There have been consultants and auditors with many findings of failure of internal controls. All of this has allowed for an opportunity to rebuild.

As a current board member and if reelected, I will work to hire a highly qualified general manger who can begin to build a team. Who will also move the needle on ensuring our finances are in order by following the roadmaps given by many of the consultants. Another big part of this rebuilding will be for the board to build a capital plan that focuses on priorities of the community and maintains our current assets to ensure services are offered at the highest level.

My education in accounting, finance, and policy; my unique perspective as a young-professional, and my ability to both negotiate and compromise make me the strongest candidate for this Board. I am confident in my ability to create understanding around financial topics and budgets. I will continue to work as a team-member on this board to make informed decisions while eliminating political divide; and I will continue to focus on addressing our community's needs and improving the services that IVGID offers. Thank you.

Michelle Jezycki

My wife and I moved back to Incline 10+ years ago. While I was thrilled to be back, I was a bit taken aback as to how the community had changed. We were no longer our sweet little village. We became a microcosm of the macrocosm politically. I attended meetings and would hear the vitriol from community members and inappropriate comments even from some board members. We're better than this. Then there was the business side of the equation. It seemed to me that the direction Incline was being escorted into was the wrong direction in my heart and in my mind. I believe you can't sit on the sidelines and complain about the way things are going if you're not willing to roll up your sleeves and be a part of the solution. So that's why I'm running to be one of your next trustees and to give back to this community that has given so much to me.

I want to thank the moderators and the IVCBA team. I commend you all for being here and caring about your community enough to impact the direction of IVCB. I encourage you to keep that passion alive and to vote. But don't just stop there. Attend the meetings. Speak up. And share your great ideas and solutions. Our community is rich with dynamic work experience and professional background and histories.

This next board of five professionals is not going to do this alone. I think we need to do a better job collaborating, collaborating with Washoe County to ensure that we get our fair share and needed support, to be sure that we have a say in things that are being planned by Washoe County rather than just coming to the party late. Those relationships need to be rebuilt. We also need to collaborate with the Tahoe Regional Planning Agency (TRPA) as partners in our community. Simply saying 'it's not our job' isn't helpful or productive.

There are some in this community who regularly cry 'the sky is falling'. And they have an insatiable appetite for the demise of our community. I don't subscribe to that rhetoric. If I did, I certainly wouldn't

be up here asking for your vote. It won't be easy. The next board will likely have to go in reverse before they can go and make forward progress. But we can do this. At the voting booth, I hope you pick Michelle Jezycki. The only name in the group that makes you want to buy a vowel. [laughter]

Harry Swenson

What I want to say is you've heard a lot tonight. And I want to thank you for sticking around through all this. I know it's been a diverse subject and many of you really didn't get your questions answered. Feel free to email them to me. Look at my website. And I'll be happy to provide more detailed answers on any particular thing you want. I want to thank you for being here, the moderators, and the moderator who quickly fixed the sound system.

I want to say a little bit about myself again. I have broad management and financial experience to help this place. I'm running for the board because, similar to what Mark said, I didn't like the direction we were headed—and the vitriol that came out of the recall—especially when I looked into the details and found that there were statements that attempted to turn our trustees into monsters. I don't believe anybody is a monster. They may be misguided or misinformed. But they're not monsters.

As I said I'm an active member of the community and have been since I moved here. I love this community. I love waking up every morning to look at the lake with my cup of coffee. It is very important.

We need to hire—as has been mentioned numerous times—good people to run this district. We won't be the people running it. We will not be the people doing the work. We will be the people setting the policy and direction, little more than that.

As a NASA senior executive, I hired, maintained, trained, and mentored many successful employees and successors to me. Good management means you listen, you guide where needed and you manage by walking around. I know every one of our venues. I love them. I'm a skier, I'm a golfer, I use the Rec Center on a routine basis. I love the venues. I just want to make sure we can continue to afford them.

My father taught me that in business, you have two things that—if you lose—you're over. One is your credibility. The other is your honesty. If you lose those, you find another job where you can maybe build that up. I had 32 years at NASA. I was highly credible and important. The last thing I want to say is...

[Buzzer] Check with me outside and I'll tell you what the last thing was. [laughter]

John Crockett

Folks, thank you everyone for being here. [Applause.] Thank you to Denise Davis, Ronda Tyser, Julie Malkin-Manning, and everyone at IVCBA. Be sure to get out and vote. Early voting starts October 19 at the Incline Village library. And Election Day, of course, is Tuesday November 5.

We'll be sure to post this video and audio recording for the folks online. We will 'stitch it together' and make it better and post it online for you. Thanks for being here tonight and thank you for caring about Incline Village. Have a good evening.