M E M O R A N D U M

TO: Board of Trustees

THROUGH: Indra Winquest
District General Manager

FROM: Paul Raymore
District Marketing Manager

Mike Gove
Director of Information Systems and Technology

SUBJECT: Review, discuss and possibly approve a Sole Source Finding; and review, discuss, and possibly authorize the District's General Manager to execute a contract with KPS3 to redesign and redevelop the District's online content management system platform and the DiamondPeak.com website for a one-time cost of $79,990 (CIP Project # 4999OE1399; Fund: Community Services).

STRATEGIC PLAN: Long Range Principle 5 – Assets and Infrastructure
Long Range Principle 6 – Communication

DATE: May 11, 2022

I. RECOMMENDATION

That the Board of Trustees makes a motion to:

1. Make the following finding:

   IVGID's contracting of professional services and the purchase of software from KPS3 is exempt from competitive bidding because this purchase is for items which may be contracted from a sole source – professional services (NRS 332.115.1.b) and software for computers (NRS 332.115.1.h).

2. Authorize the District General Manager to enter into a contract with KPS3 to redesign and rebuild the District's online content management system software and the DiamondPeak.com website, with a one-time cost of $79,990 to be charged to the approved CIP # 4999OE1399.

II. STRATEGIC PLAN REFERENCES

Long Range Principle #5 – Assets and Infrastructure - The District will practice perpetual asset renewal, replacement and improvement to provide safe and superior long term utility services and recreation venues, facilities, and services.

- Maintain, renew, expand and enhance District infrastructure to meet the capacity needs and desires of the community for future generations.
- Comply with regulatory requirements, industry standards, and District policies.
- Leverage technology and employee training to secure District assets digitally and physically.
- Long-term initiative #6: Ensure digital safeguards are in place for District technology infrastructure.

Long Range Principle #6 – Communication - The District will engage, interact and educate to promote understanding of the venues, facilities, services, and ongoing affairs.

- Maintain, expand and enhance the District's communications infrastructure to meet the evolving needs and desires of the parcel owners and customers utilizing current industry best practices.
- Ensure internal and external communication are responsive, comprehensive and inclusive.
- Long-term initiative #1: Continue to implement best practices for sharing information with the public including but not limited to the Districts websites, IVGID quarterly magazine, email communication, public outreach, special events, social media platforms and/or paid advertising platforms as appropriate.
- Budgeted Initiative D for 2021-2023: Update and enhance the District's public facing websites to bring in line with current industry best practices for data security, responsive design, and user experience.

III. BACKGROUND

CIP # 4999OE1399 (listed under the Community Services Administration heading and budgeted at $80,000) was originally scheduled for budget year 2019/2020, based on a five-year replacement cycle for both the Content Management System

(CMS) platforms for the DiamondPeak.com and YourTahoePlace.com websites, which were last upgraded in the 2013/2014 fiscal year by KPS3 – a web development agency based in Reno, Nevada.

During the Covid-19 pandemic, this project was identified as a low-priority CIP project by the IVGID Senior Team (criteria for this designation were presented to the Board of Trustees at the April 25, 2020 board meeting https://www.yourtahoeplace.com/uploads/pdf-ivgid/5-6-2020_G.1._-_General_Business_-_Criteria_for_pending_CIP.pdf), and thus was delayed.

At this time both District websites are over eight (8) years old and are in need of major upgrades in order to continue to meet the District's communications and security needs going forward. The scheduled redesign/redevelopment project is desired in order to remain current with Internet technology standards and maintain our primary online objectives: build brand identity, awareness, and interest in the District and the services it provides.

New features built into the recommended content management system platform will give residents and stakeholders better search functionality to make finding the information they are looking for faster and easier, will provide a more visually appealing website experience and better mobile device compatibility, will meet new standards for ADA compliance and data privacy regulations, and will offer enhanced analytics data.

KPS3 is the District's current website development and support vendor, and has been supporting the District's online content management system platform since being awarded the contract to upgrade the District's websites during the 2013/2014 fiscal year. During that time, they have built and supported a number of custom modules including the current Online Jobs & Job Applications module, the Diamond Peak automated Conditions page and snow emails module, the IVGID Picture Pass Holder rates module, and others. KPS3 is a Reno-based Marketing + Public Relations + Digital Agency with over 23 years or experience working with clients similar to the District.

Current Content Management System (CMS) platform

A CMS, short for content management system, is a software application that allows users to build and manage a website without having to code it from scratch, or know how to code at all.

Both District websites currently run on an outdated version of the ExpressionEngine CMS – version 2.10 to be precise. The most recent version of ExpressionEngine is version 6.

ExpressionEngine 2 was officially "retired" by the developer of the software in 2017 (i.e. since that time, feature updates and security patches are no longer being published).

The outdated CMS makes our websites more vulnerable to security risks detailed in KPS3's "Website Infrastructure Review" document (Attachment B), makes it impossible to upgrade our website hosting server to the latest technology and security functionality, and requires continual investment of time and money into reactive maintenance provided by KPS3.

Recommended Content Management System (CMS) platform
The development team at KPS3 is recommending the District upgrade both websites to the WordPress Multisite CMS platform, which is currently used by approximately 60% of all CMS websites globally. This platform will allow the District to perform incremental CMS upgrades going forward instead of budgeting for a large redesign/redevelopment expense every five (5) years, as has been the practice in the past.

A new WordPress CMS platform would also allow KPS3 to leverage the huge number of plug-and-play tools and modules available on the WordPress platform – cutting down on the custom development costs required for future feature upgrades.

Content Management System (CMS) comparison
The new websites will have a modern look and feel, enhanced usability with Americans with Disabilities Act (ADA) compliance, up-to-date user privacy controls, and better Search Engine Optimization (SEO) tools. All of these features, combined with an updated UX (user experience), will allow our sites to attract larger audiences and more potential customers organically.

Staff have discussed the option of migrating the existing site data to ExpressionEngine 6 (the most up-to-date version of the current CMS), but believe doing so would be a great disadvantage to the District's digital identity as well as an inefficient use of the District's time and budget. KPS3 has indicated that the cost for this option would be 50% - 70% of the cost of the recommended project,

but would not include any of the benefits of the recommended project and would leave the District with the need to continue paying for reactive updates as website changes are required/desired.

Project Milestones

This project will be broken into three distinct project milestones, which have been planned around the off season for the District venues that will be impacted. (Please see "Attachment C – KPS3 Project Overview & Scope of Work" for more details on all project phases and milestones.)

MILESTONE 1 will include a Discovery period, and User Experience & Design planning that will be applicable to both the future DiamondPeak.com and YourTahoePlace.com websites. (Phases 1 & 2 from the SOW)

MILESTONE 2 will include Web Development of the WordPress Multisite platform, buildout and transition of the DiamondPeak.com website on the new CMS platform, followed by staff Training, Content Population and Q&A, SEO and Analytics Setup, and Server Setup and Launch of the new DiamondPeak.com website. (Phases 3 – 6 from the SOW)

MILESTONE 3 – which is not included in this memo's scope but is still vital to the District's overall online identity and infrastructure - will include buildout and transition of the YourTahoePlace.com website to the new WordPress CMS platform, as well as Q&A and Launch of the new YourTahoePlace.com website. Milestone 3, the redesign and rebuild of the YourTahoePlace.com website, is supported by IVGID's Senior Leadership Team including Director of Community Services Darren Howard and Superintendent of Parks & Recreation Shelia Leijon. This Milestone is anticipated to be started during the 2022/2023 fiscal year, if funding is approved during the District's budgeting process.

Completing the project in this phased approach will allow staff to build the DiamondPeak.com website during the off-season for Diamond Peak, when website traffic is much lower and the impact on operations will be minimal.

We will also have the benefit of months of staff training and usage of the new CMS platform with DiamondPeak.com before we begin the development of the YourTahoePlace.com website, which is the more complex of the two sites.

Lessons learned during the development and deployment of the first site will help ensure the rollout of the second site goes smoothly and efficiently.

IV. BID RESULTS

The proposed purchase is exempt from competitive bidding requirements under NRS 332.115, as a sole source purchase for software for computers (NRS 332.115 subsection 1.h) and professional services (NRS 332.115 subsection 1.b). Therefore, Staff did not seek competitive bids. Although a formal RFP was not presented, Staff did extensive research on viable software providers/developers that could provide the functionality and ongoing support desired for the District's website infrastructure needs and determined the proposed solution met or exceeded said needs.

V. FINANCIAL IMPACT AND BUDGET

Funding totaling $80,000 is included in the FY2021/22 budget for the redesign and upgrade of the District's websites under Project # 4999OE1399 (expense account 360-49-990-7505). This project was originally budgeted in FY20219/20, and has been carried-forward in two successive fiscal years.

Implementation of the proposed redesign and redevelopment of the District's online content management system and the DiamondPeak.com website would require up-front implementation costs of $79,990. Please note that this project total reflects a discount of $11,360 off of KPS3's normal website development rate structure (available if contracted before June 30, 2022), applied as a result of the District's long relationship with the vendor.

Description	**Amount**
Discovery	$6,300.00
User Experience & Design	$30,625.00
Web Development	$41,650.00
Training, Content Population & QA	$7,088.00
SEO & Analytics Setup	$5,687.00
One-Time Discount (valid until 6/30/2022)	($11,360.00)
TOTAL	**$79,990.00**

Following completion of Milestones 1 and 2, staff anticipates completing the transition of the YourTahoePlace.com website to the new WordPress Multisite CMS platform in fiscal year 2022/23. This work would be outside the scope of the proposed contract, and is estimated to cost up to $40,000. The FY2022/2023 budget will thus include additional funding to support completion of the YourTahoePlace.com rebuild, split between the General Fund ($10,000), Utility Fund ($10,000) and Community Services Admin Fund ($20,000), which reflects the multiple stakeholders in the YourTahoePlace.com website.

VI. ALTERNATIVES

Not authorize Staff to enter into a website redesign and redevelopment agreement with KPS3, and continue using the currently outdated content management system platform, realizing that doing so will leave the District vulnerable to security risks including data breaches, loss of data, hosting outages/website downtime, and other potential business interruptions.

Request that Staff conduct a formal RFP process for vendors interested in bidding on the website redesign/redevelopment project, realizing that doing so will eliminate the opportunity to apply the One-Time Discount of $11,360 KPS3 has offered if this project is contracted before June 30, 2022; will delay the start of the project by 3 to 4 months or more; and will jeopardize the institutional knowledge and working relationship staff have built with KPS3 over the past 8 years, including deep understanding of the District's community services venues' goals, website usage patterns, and custom application development (e.g. Diamond Peak's dynamic snow conditions reports and emails, and the IVGID Picture Pass Holder pricing portal).

VII. BUSINESS IMPACT

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

Attachments:
A – Website Redesign and Upgrade – Project Summary Data Sheet
B – Incline Village General Improvement District Website Infrastructure Review
C – KPS3 Project Overview & Scope of Work (to be attached as an exhibit to IVGID's board-approved letter of agreement template)
D – About KPS3 overview

Project Summary

Project Number:	4899OE1399
Title:	Web Site Redesign and Upgrade
Asset Class:	
Division:	99 - Rec. Admin.
Budget Year:	2019
Scenario Name:	Web Site Redesign and Upgrade **Active:** Yes
Budget Status:	Data Entry
Locations:	
Project Something:	OE - Office Equipment

Project Description

Redesign/redevelop District websites. IVGID is looking for a strategic web partnership and a web agency that can reengineer the sites to incorporate the latest web technology and position them for the future with social integration and mobile features. If there is a requirement for future web work outside of the scope of IVGID staff, the selected vendor may be contracted on a per project bases or on a timed retainer.

Project Internal Staff

Marketing – project owner, coordination w/vendor
IT – input/infrastructure & content support
Upon completion of the development of the sites, IVGID will assume responsibility for web site content maintenance and administration.

Project Justification

A full District website redesign/redevelopment/upgrade project was completed in fiscal year 2013-14. A scheduled redesign/redevelopment project is desired in order to remain current with Internet technology and maintain our primary internet objective: build brand identity, awareness, and interest in the District and the services it provides.

Forecast

Budget Year	Total Expense	Total Revenue	Difference
2021			
District Websites Redesign	80,000	0	80,000
Year Total	80,000	0	80,000
	80,000	**0**	**80,000**

Year Identified	Start Date	Project Partner	Manager	Est. Completion Date
2014			Marketing Manager	

Incline Village General Improvement District

Website Infrastructure Review

Below is a list of the primary website infrastructure issues that may lead to security risks or extra costs for Incline Village in the near future. KPS3 compiled these issues, after flags were raised by the IVGID team about the current website's age. The websites have given us a lot of traction over the past years, but we do agree that the sites are in need to be updated.

- **Outdated CMS**
  The ExpressionEngine content managmenet system (CMS) has served the websites well the past few years. However, both YourTahoePlace.com and DiamondPeak.com are on outdated versions of ExpressionEngine. Both sites are on version 2.10, and the most recent version of ExpressionEngine is ExpressionEngine6.

  ExpressionEngine 2 was retired in 2017 and no longer receives security updates, feature additions or updates to support the newer versions of PHP.

- **Security Risks**
  With an outdated CMS, the website is more vulnerable to security risks. This increases the security risk for hackers to be able to get into the system. Security risks include stealing information on the server, publishing malicious and undesirable content, and deleting files if backups are not in place.

  Your hosting server cannot be upgraded to the latest security requirements because of dated technology. Again, this is a security vulnerability.

- **Additional Costs Long Term**
  There are a few long-term costs to consider:
  - **Reactive Updates** - Recently we had a past client who was on an outdated version of Drupal. The hosting provider needed to make some security upgrades which the website didn't support.
    The client ended up having to pay $5k to $10k of additional costs just to migrate the outdated site and its content to a new hosting provider. The costs only moved their current site; it did not provide any upgrades or new functionality and finding a hosting provider that would support them was also a challenge. These additional costs could have been avoided if they chose to upgrade earlier.
  - **Sunk Costs** - Any update or enhancement we make to the old site is a sunk cost. The old website CMS will eventually need to be updated. If you have any proactive updates on the old site, you'll have to reinvest additional time and money into moving this to a new site in the future.

- **Time savings and Flexibility** - A new site will allow you more flexibility to update and create content. This will also have a new modern look and feel, which will then be able to attract larger audiences to your digital presence.

Incline Village General Improvement District

Multisite Project – Scope of Work

Attn: Paul Raymore

April 21, 2022

KPS3

Bring Insights to Life.

Introduction

Incline Village General Improvement District (IVGID) would like to build a cohesive, digital presence that spans all of Incline Village's offerings. The new website framework will meet IVGID's needs today and be scalable for the future.

KPS3 recommends designing and developing a multisite framework within the WordPress content management system. First, we will focus on redesigning the Diamond Peak website. The new website will use a combination of WordPress Multisite and Elementor to build the foundation for future websites:

- Using WordPress Multisite, IVGID will be able to set up multiple websites that share the same code base and template library for new initiatives.
- Elementor will be used to create a component library, which would be used to build modular pages by mixing and matching components to meet the page's content needs.

Once the Diamond Peak site is launched, IVGID and KPS3 can then plan out next steps in designing and launching the YourTahoePlace.com website, and the other sites as needed.

2022-23 Website Multisite Approach

Phase 1 | Discovery

KPS3 will audit the current Diamond Peak website content, site map, and user experience along with a competitive review. With this research, KPS3 will provide recommendations for the site architecture, the content hierarchy and necessary components, a content migration strategy, and creative direction.

Discovery Deliverables

- Guiding principles
- Research and analytics insights
- Mood Boards for creative inspiration
- Site map recommendations

Phase 2 | User Experience & Design

Our user-centric approach to design is the next step in the process. In this phase our design team builds out the blueprints, a.k.a. wireframes, for the website. This is where form and functionality are prioritized. We focus on usability, content structure, and layout to ensure the user flow of each main section aligns with the user expectations.

KPS3 will provide individual wireframes for the Diamond Peak homepage and key secondary templates and components for the Diamond Peak site.
We will then move into design to extend the brand into the approved wireframes. We will initially provide two homepage design directions for Diamond Peak to choose from, which will then evolve into one selected design approach. This will act as the brand foundation for the remaining secondary page designs. From these finalized designs, KPS3 will determine the key components which will be created in Elementor.

Deliverables
Wireframes

- KPS3 will develop wireframes for the key templates and components for the new website.

Design

- Home page concept
- Once the homepage design is approved, KPS3 will provide updated designs for the agreed-upon critical page types and a list of components. Selected page types and components will be chosen during Discovery & Planning phase.
- KPS3 anticipates the design of updated conditions report and uphill routes pages would replicate the current Diamond Peak conditions reporting system, which relies on a JSON feed that updates the data on a cron. Any new functionality would require additional discovery and scope of work.
    - Updating the Conditions page dynamically with data from the JSON feed of Conditions data: https://sdds4.intermaps.com/clients-export/diamond_peak.aspx
    - Updating the Uphill Routes on that page dynamically with data from the same JSON feed: https://sdds4.intermaps.com/clients-export/diamond_peak.aspx

Phase 3 | Web Development

Within the development phase, KPS3 will build the website using best practices for front-end and back-end development. The website will scale seamlessly from mobile to desktop for all pages ensuring the best experience for website visitors no matter what device is being used.

The website will be built on the WordPress Multisite Content Management System. The Multisite framework will allow IVGID super admins to manage a network of multiple websites from a single WordPress dashboard. This allows you to easily make changes and keep all of your websites updated from one place.

IVGID will have design flexibility as your team will be able to manage page content within the following options:

- Component-Based Page Builder – IVGID will be able to create web pages with the use of component blocks allowing for enhanced design flexibility. This provides a drag-and-drop interface, which allows the option to mix and match components as needed to create unique and enhanced page layouts.
    - KPS3 will design and develop up to 15 unique components (final amount will depend on complexity). Each component will be reusable across all pages (excluding any custom content types such as news and events).

- Standard Templates - The IVGID website will also leverage standard sub-page templates for specific post types.
    - KPS3 will design and develop six (6) standard sub-page templates. This includes the secondary, secondary full-width, event detail page, event listing page, news detail page, news listing page.
- ADA Compliance – The site design and development will follow best practices for compliance of WCAG 2.0 AA accessibility standards.
- CCPA and GDPR Compliance, Cookie Policy, and Privacy - A footer notification will be provided for people to be notified of the IVGID's privacy policy. This banner will be displayed to the user until they hit accept.

Web Development Deliverables

- Staging Site – KPS3 will provide the staging site for IVGID to enter content prior to launch.

Phase 4 | Training, Content Population and QA

During this phase we will train the IVGID team on how to add and manage the website content, update imagery, and update custom features as needed. KPS3 will be responsible for migrating and building up to 25 pages from the old site to the new site. IVGID will be responsible for all content creation, as well as additional migration, and population for the website.

During this time, both KPS3 and IVGID will review the site for final bugs before launch. KPS3 will guarantee the website will work on the most recent version of all major browsers (Chrome, Firefox, Safari, Edge) and the most recent version of native browsers for mobile devices (Safari and Android). Additional support for older browsers may be added as requested and estimated accordingly.

Deliverables

- Training
    - One CMS training and a user manual
- Content population
    - KPS3 to populate up to twenty-five (25) main pages

Phase 5 | SEO and Analytics Setup

Prior to launch, KPS3 will work with the IVGID team to ensure that existing page rankings are maintained to our best ability. KPS3 will also confirm all current Diamond Peak tracking and analytics is set up on the new website, including Google Tag Manager, Google Analytics, Google Ads tracking, AdRoll, Facebook, and additional pixels that IVGID may need. Note, tracking will only be set up on diamondpeak.com and wouldn't include tracking updates on other domains such as https://shopdp.yourtahoeplace.com/.

Deliverables

- 301 Redirect Strategy – KPS3 will provide and implement a redirect strategy for the top 100 pages to redirect the URLs to the new site.
- Search Optimization Tool – KPS3 will install the SEO Yoast plugin to optimize content/metadata as needed to maintain existing rankings.

- Google Analytics - KPS3 will set up Google Tag Manager and add Google Analytics on the site. This will include custom event tracking for key actions on the site.
- Custom Metadata - KPS3 will build out custom meta data for the top 25 organic landing pages, which covers 92% of all organic traffic.
- Maintaining existing tracking - KPS3 will work to maintain all existing tracking on the current Diamond Peak website.

Phase 6 | Server Setup and Launch

As we get ready to launch the new site, a freeze will be put on the staging server and all data and assets will be copied to the production server where population or edits can be continued. Once the website is launched, KPS3 will immediately test functionality and give a final check on major items (crawl for 404s, test redirects, etc.).

Server Setup and Launch Deliverables

- Existing tracking set up
- Initial 301 set up
- DNS updates

Estimated Costs

DELIVERABLES	ESTIMATE
Discovery	$6,300.00
User Experience & Design	$30,625.00
Web Development	$41,650.00
Training, Content Population and QA	$7,088.00
SEO & Analytics Setup	$5,687.00
One-Time Discount	-$11,360.00
TOTAL	**$79,990.00**

BILLING SCHEDULE - Billing Schedule - Initial 25% of invoice will be due upon signature. The final 75% will be billed monthly as incurred until the project budget is reached. This does not include third-party costs.

Your Tahoe Place website

After the launch of Diamond Peak, KPS3 will leverage the same web design structure and development framework to build the YourTahoePlace.com website. KPS3 will provide the following:

- A new WordPress multisite instance
    - Duplicated frontend theme on the new site
    - Update all necessary WordPress site settings
- New staging site – KPS3 will migrate up to 25 pages of content from the existing Your Tahoe Place website. This staging area will be for the IVGID team to migrate and update any additional content.
- Updated content plan and site map
- Unique home page design/functionality
- New website features/components based on needs (up to 5)
- Updated Google Analytics tracking and 301 redirect strategy specific to the website
- Revised global styles
- Content population (up to 25 pages)

Estimated Costs

DELIVERABLES	ESTIMATE
Multisite Setup	$3,325.00
User Experience & Design	$7,875.00
Web Development	$6,825.00
Content Population and QA	$6,738.00
SEO & Analytics Setup	$3,587.00
TOTAL	**$28,350.00**

BILLING SCHEDULE - Billing Schedule - Initial 25% of invoice will be due upon signature. The final 75% will be billed monthly as incurred until the project budget is reached. This does not include third-party costs.

Additional Sites

After the launch of Diamond Peak and Your Tahoe Place, KPS3 will leverage this same web design structure and development framework to add the next site(s) based on priority. KPS3 will provide the following:

- A new instance on the current WordPress multisite framework
    - Duplicated frontend theme on new site
    - Update all necessary WordPress site settings
- New staging site – KPS3 will not carry over any content from the IVGID sites. This staging area will be for the IVGID team to migrate and update the new content needed.
- Updated content plan and site map
- Unique home page design/functionality
- New website features/components based on needs (up to 5)
- Updated Google Analytics tracking and 301 redirect strategy specific to the website.
- Revised global styles
- Content population

Estimated Costs

DELIVERABLES	ESTIMATE
Multisite Setup	$3,325.00
Design, Development, Content & Analytics **Dependent upon site complexity*	$10,000.00 - $20,000.00
TOTAL	**$13,325.00 - $23,325.00**

BILLING SCHEDULE - Billing Schedule - Initial 25% of invoice will be due upon signature. The final 75% will be billed monthly as incurred until the project budget is reached. This does not include third-party costs.

Project Assumptions

This scope of work is based on KPS3's assumptions of the project at this time.

- This scope includes the redesign and development for Diamond Peak using the multisite framework for future websites. Additional websites outside of Diamond Peak will be scoped separately.
- KPS3 has a post-launch bug window to resolve any bugs identified on the site at no additional cost for 30 days.
- KPS3 will continue to be given access to Google Analytics, Google Search Console, Google Ads, Google Tag Manager, and any other related services.
- IVGID is responsible for all content creations and population outside of the agreed upon pages.
- KPS3 is not responsible for third-party services or outages.
- KPS3 is not responsible for drafting the privacy policy or ensuring compliance.
- The scope of work is valid until June 30, 2022.

- If the complexity for any of the additional sites is outside of this scope of work, KPS3 will provide a revised scope.
- KPS3 content migration and optimization will include twenty-five (25) pages. The new site will have a lot of flexibility in how content is formatted and designed. However, migration will have to be done manually for each page. KPS3 can provide an additional scope if assistance is needed for migrating additional pages. Content to be provided by IVGID.
- KPS3 will work within the work order budget total to accomplish tasks pertaining to the work specified above. If a large change or additional work is requested that is not included in or extends the work order budget, a KPS3 Account Director will notify you to discuss impact to the costs or an additional scope of work.

Signature and Terms

This scope of work is based on KPS3's assumptions of the project at this time. By signing below, the IVGID hereby acknowledges, understands and accepts the terms of this scope and the incorporation thereof into the LOA as an exhibit.

KPS3

Sarah A. Polito	Sarah Polito	VP of Client Strategy	April 21, 2022
Signature	Name	Title	Date

Incline Village General Improvement District

Signature	Name	Title	Date

INTRODUCTION

About KPS3

Office location

Reno, NV

500 Ryland St., Ste 300, Reno, NV 89502

Employees

45

Years in business

30

Radically Responsible

Radical in our ideas and opinions, responsible in our approach and thought. For brands and ideas to take hold in today's marketing landscape, you need both crazy and grounded. You need meticulous with speed. And you need to be prepared to pivot until it is perfect. That is Radically Responsible.

Inc. 5000

Google Partner

2020 BEST PLACES TO WORK NORTHERN NEVADA

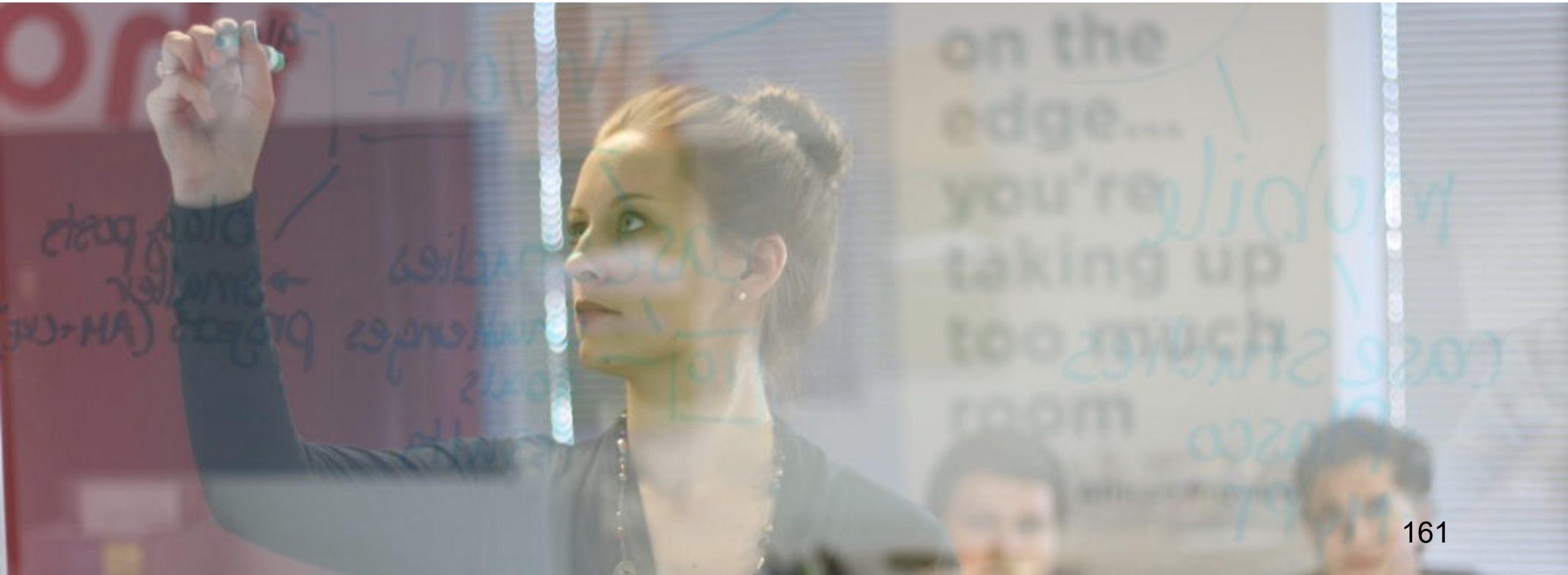
GOVERNMENT AND TRAVEL

Related Clients

KPS3 has a wide range of experience helping public organizations provide easy and available access to information for locals, while also helping build awareness for destinations and attractions. From non-profit museums to airports to public institutions, KPS3 has a variety of experience to help IVGID with their upcoming needs. Here's a handful of related organizations we have experience working with.

RECENT PROJECTS

Case Studies

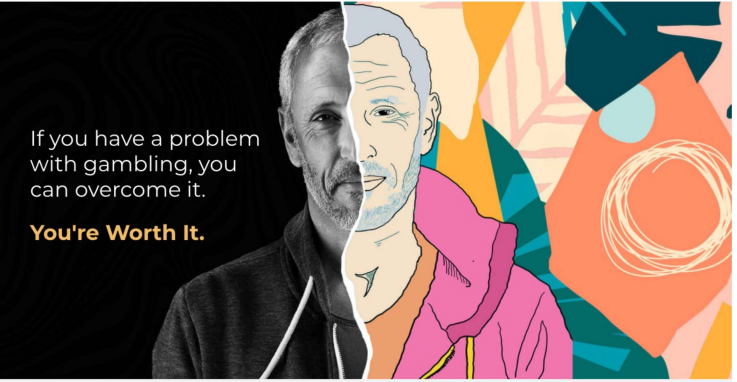


Department of Health & Human Services

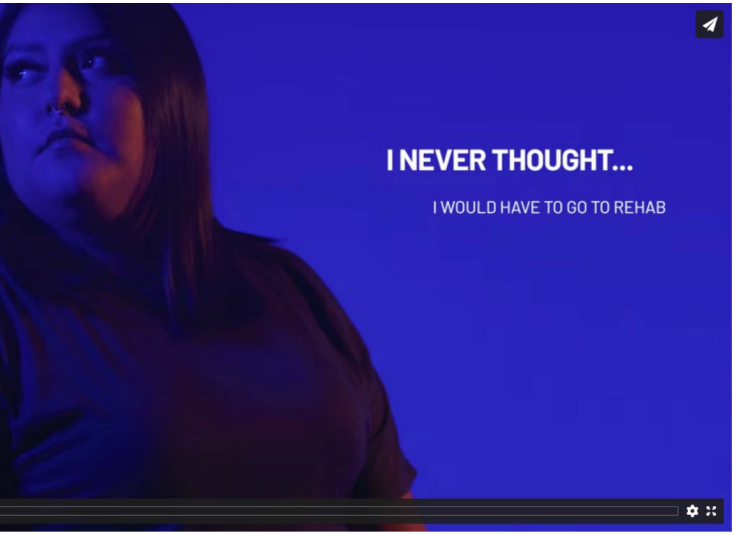
Overview

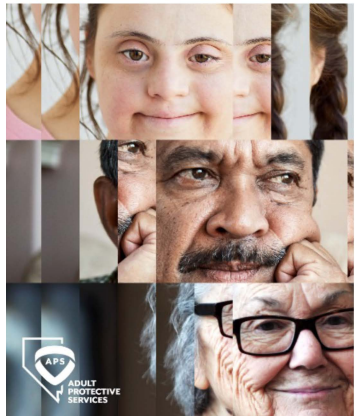
The Nevada Department of Health and Human Services (DHHS) promotes the health and well-being of its residents through the delivery or facilitation of a multitude of essential services to ensure families are strengthened, public health is protected, and individuals achieve their highest level of self-sufficiency.

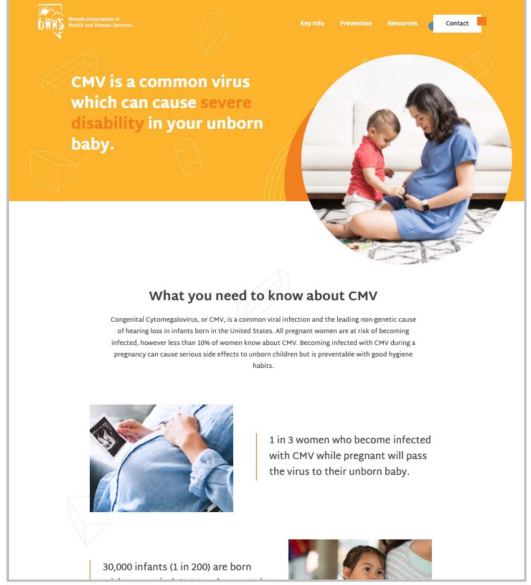
Nevada Department of Health and Human Services

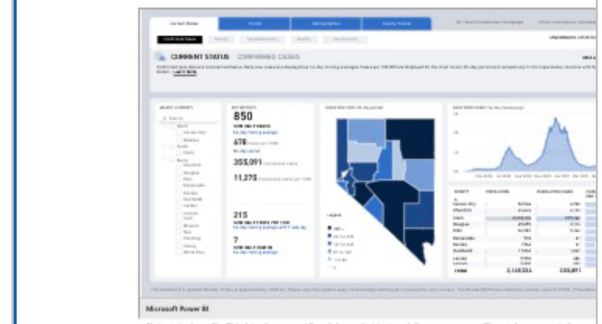


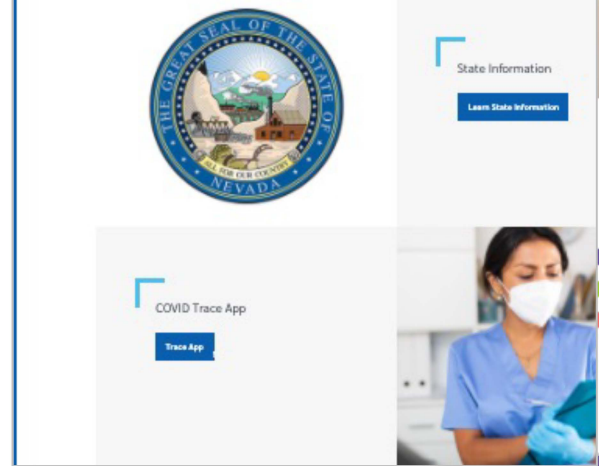
If you or a loved one has a problem with gambling, it can disrupt your life. Project Worth connects individuals and families to the resources they need to take the first step toward redefining their worth.

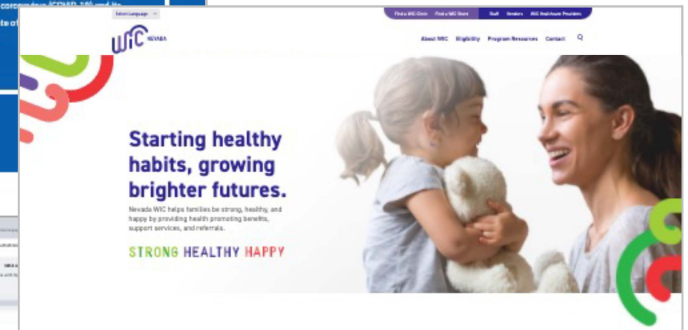


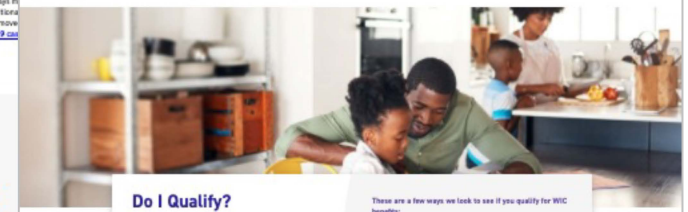


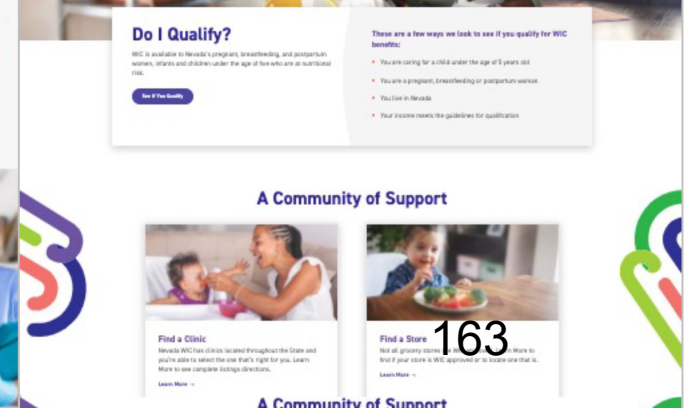








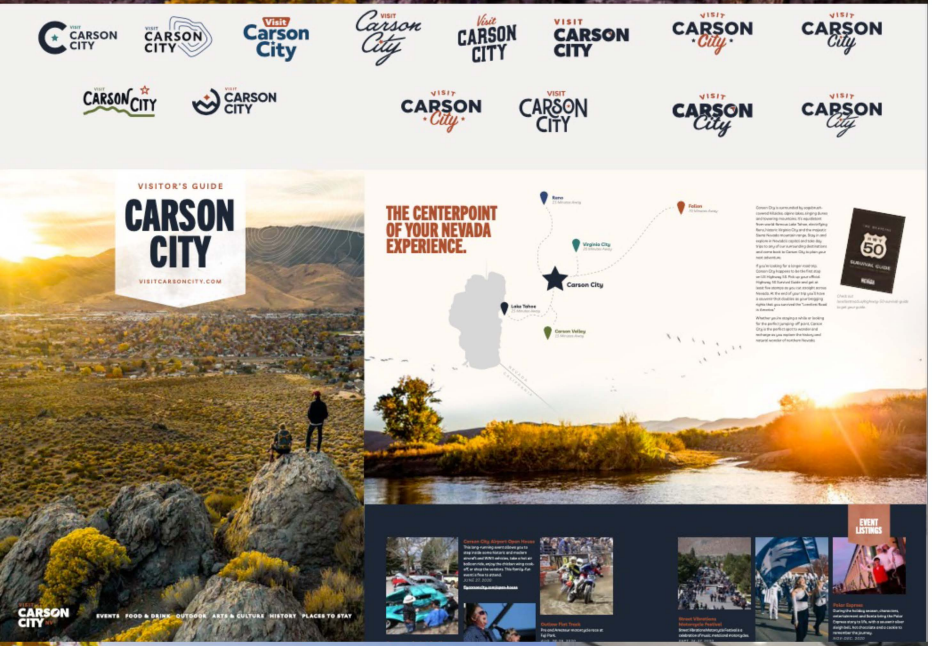




Visit Carson City

Overview

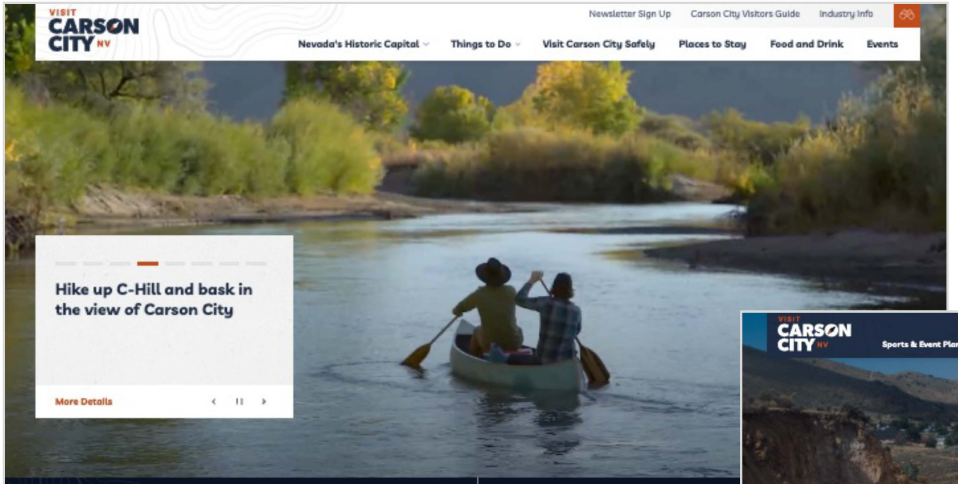
Carson City has a lot to offer: a walkable downtown, historic museums, a vibrant arts community, a diverse outdoor environment with desert landscapes and majestic mountains, as well as friendly people.

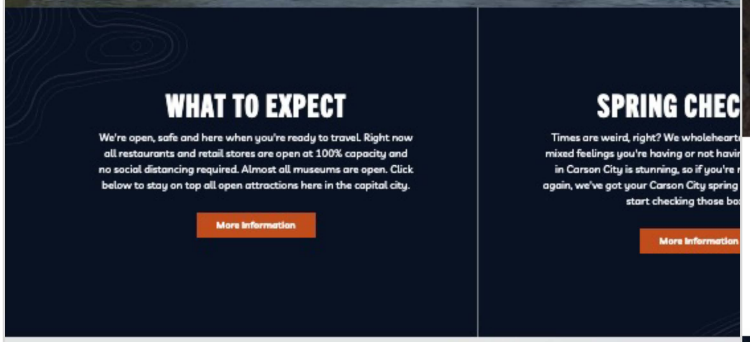

VISITOR'S GUIDE
CARSON CITY
VISITCARSONCITY.COM
EVENTS · FOOD & DRINK · OUTDOOR · ARTS & CULTURE · HISTORY · PLACES TO STAY

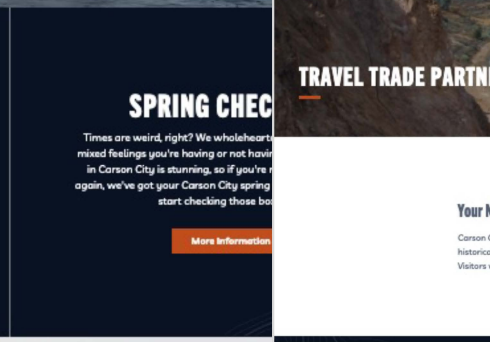
THE CENTERPOINT OF YOUR NEVADA EXPERIENCE.
Reno
Virginia City
Carson City
Lake Tahoe
Carson Valley
Fallon
50
CLASSIC DRIVES
NEVADA

EVENT LISTINGS

WHERE HISTORY LIVES AND ADVENTURE AWAITS
VISIT CARSON CITY NV


VISIT CARSON CITY NV
Newsletter Sign Up
Carson City Visitors Guide
Industry Info
Nevada's Historic Capital
Things to Do
Visit Carson City Safely
Places to Stay
Food and Drink
Events
Hike up C-Hill and bask in the view of Carson City
More Details


WHAT TO EXPECT
We're open, safe and here when you're ready to travel. Right now all restaurants and retail stores are open at 100% capacity and no social distancing required. Almost all museums are open. Click below to stay on top all open attractions here in the capital city.
More Information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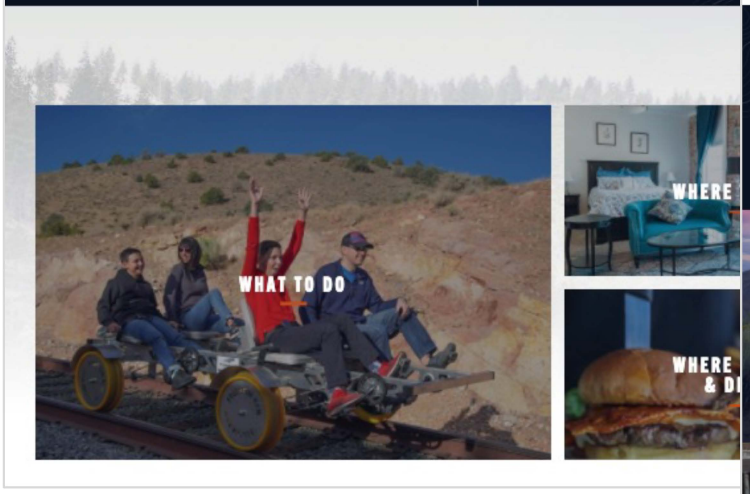
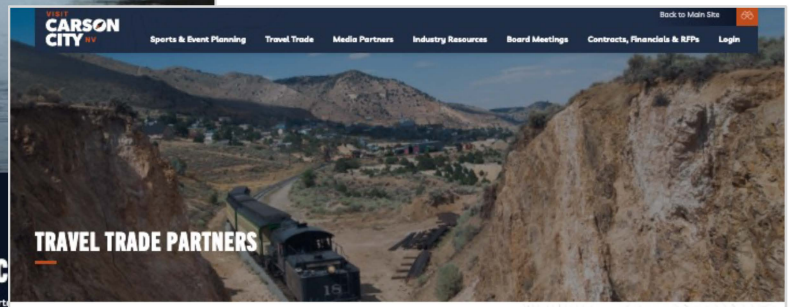
More Information


WHAT TO DO

WHERE

WHERE & DI


VISIT CARSON CITY NV
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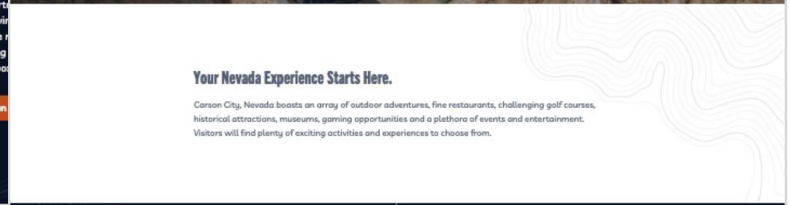
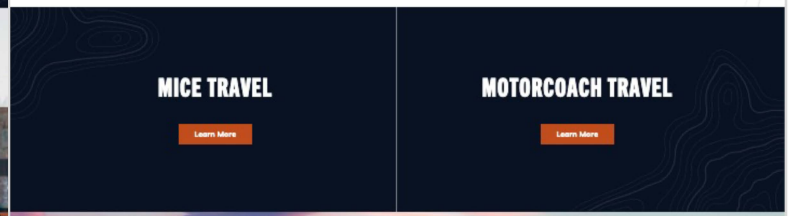
TRAVEL TRADE PARTNERS


Your Nevada Experience Starts Here.
Carson City, Nevada boasts an array of outdoor adventures, fine restaurants, challenging golf courses, historical attractions, museums, gaming opportunities and a plethora of events and entertainment. Visitors will find plenty of exciting activities and experiences to choose from.


MICE TRAVEL
Learn More
MOTORCOACH TRAVEL
Learn More

MICE TRAVEL & MOTORCOACH FRIENDLY
ATTRACTIONS
See a glimpse of many of our accommodating attractions.

Davidson Institute

Overview

For more than 20 years, the Davidson Institute has grown into a robust organization that provides a community, opportunities, and resources for profoundly gifted young people and their families.

Davidson Institute

Davidson Institute
Nurturing Intellect. Unlocking Potential.

Visual Direction

Warm, Uplifting, Approachable

The visual direction for the Davidson Institute expands on the mission, vision and tone of the brand. Our audience is young, but mature. The graphic elements that make up the brand embrace their energy and youth, but respect their level of maturity. It's a balance that is carried throughout the design. The bright colors are balanced by a dark color. The typography is a mix of modern and traditional. And the warm, vibrant photography pulls focus to individuals and interactions. These elements work together to create a visually dynamic brand that matches the unique vision and reputation of the Davidson Institute.

Photography

Imagery plays a major role in developing a meaningful and authentic identity. When selecting photography for the Davidson Institute, all primary images should focus on individual (young) people. Programs within the Davidson Institute should focus on the collaborative elements of the brand and group settings.

Images should be:

Bright and warm. We encourage the use of a strong focal color, preferably the same hue as our brand colors.

Images featuring a single individual should have a more shallow depth of field to push the background out of focus and help the individual stand out more.

Parents and Guardians

Providing Support and Guidance

Parents are looking for support and guidance. The circumstances of Davidson Institute families are very diverse. Their commonality, however, is that they can often feel alone in their pursuit to provide the best education for their children. Parents seek support in providing their child with an experience that not only helps to grow and nurture that child's gifts, but guides the family toward the best course of action along the way.

Key Messaging Points

Provide Clarity

Build trust by being clear and directly answering questions as concisely as possible.

Communicate Understanding

Always communicate in an honest and sincere manner. Once trust is earned, parents will be relieved to share the responsibility of educating and supporting their child.

Give Options

Parents appreciate knowing their options. Providing clarity and guidance to the breadth of opportunity the Davidson Institute offers will help them make the right decisions for their child.

Overall Tone

We want parents to feel supported and understood. We are reassuring, authentic, and invested in their child's growth and success. They should feel a sense of relief that they've finally found the right place for their family.

- Understanding
- Compassionate
- Supportive

Overall Tone

We speak to this audience at their intellectual level and to convey that Davidson Institute is where they can finally let their unique point of view shine. Providing a sense of collaboration, genuine interactions, and academic rigor is critical to their success and overall happiness.

- Accepting
- Attentive
- Compelling

Profoundly Gifted Young People

Looking for Peers and a Place to Belong

This audience encompasses profoundly gifted young people 18 and under, ranging from early childhood youth to adolescents. At the Davidson Institute, we celebrate and challenge their intellect, facilitate connections with their intellectual peers, help them develop a sense of pride in their abilities, and provide a place for them to belong.

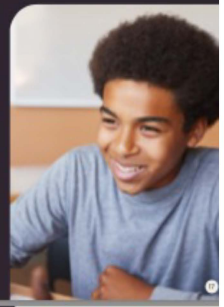
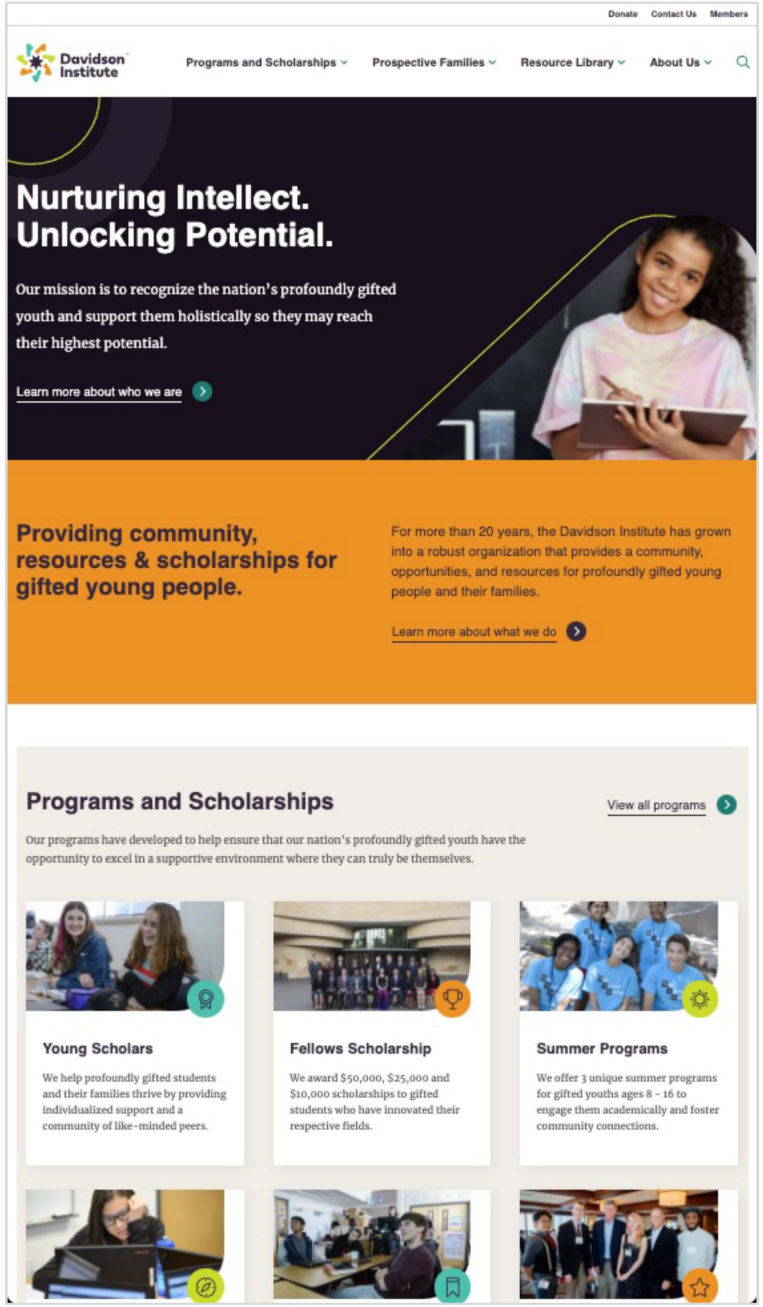
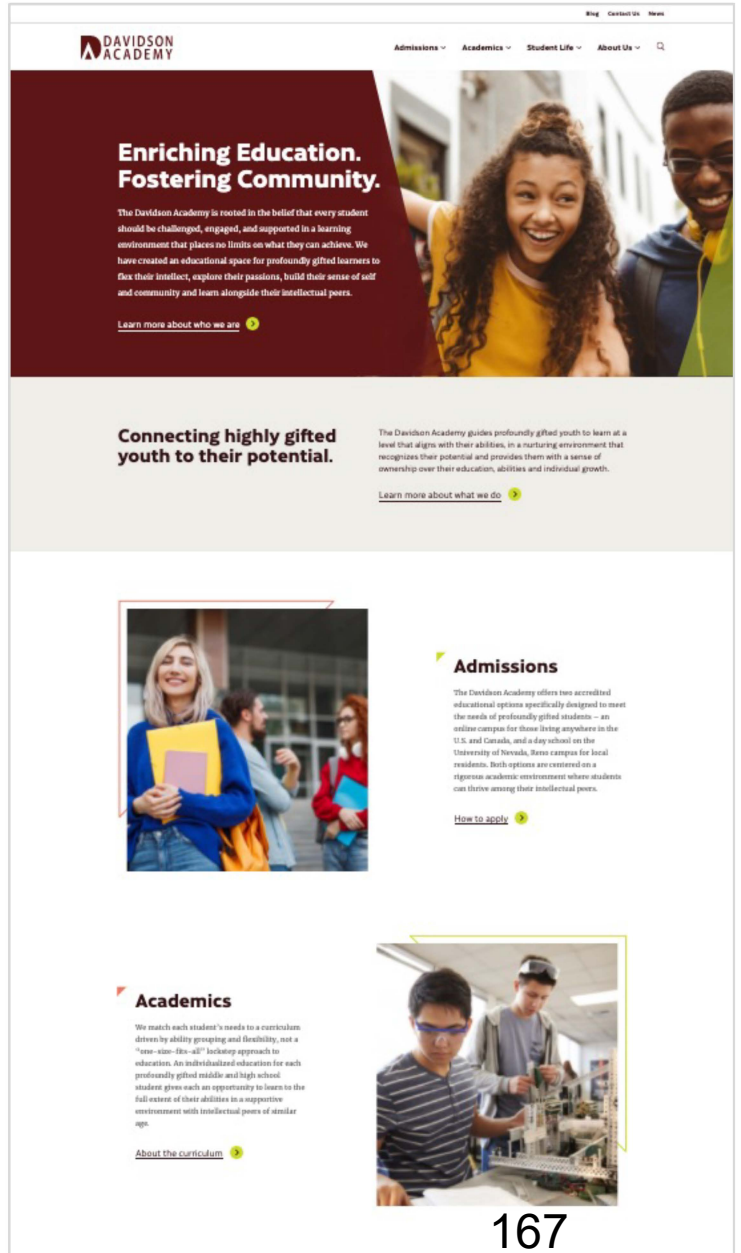
Key Messages

Empower

When young people come to the Davidson Institute, they should immediately recognize that they have options to pursue their academic, personal and social interests.

Motivate

At the Davidson Institute, young people will be challenged in new ways, both academically and socially. Motivating them to let their guard down, pursue their interests and engage with others is the key to nurturing their growth.

Celebrate

This audience is not used to their intellectual gifts being recognized or celebrated. Maintaining positivity and reinforcing talents will help contribute to the connections they make with staff and peers.