

MEMORANDUM

TO: Board of Trustees

FROM: Erin Feore
Director of Human Resources

SUBJECT: Review, discuss, and possibly approve the recommended changes to the General Manager's job description and authorize staff to start the recruiting process

RELATED STRATEGIC: Long Range Principle #4 - Workforce
PLAN INITIATIVE(S)

DATE: July 18, 2023

I. RECOMMENDATION

That the Board of Trustees approve the recommended changes to the General Manager's job description and authorize Staff to start the recruiting process for the General Manager, Director of Finance and Director of Public Works, as discussed at this meeting.

II. BACKGROUND

As noted during the July 12th Board of Trustees meeting, the Director of Human Resources updated the first draft of the General Manager's job description. Additional recommendations and suggestions were provided at that time to include additional language such as:

- Size of District Budget
- Description of District entities
- Size of District staff
- Continuity of language re: Senior Leadership Staff
- Removal of item #20 in first-draft edition
- Residency language updated

Based on these suggestions, the Director of Human Resources has created a 2nd draft of the General Manager job description for review and possible approval by the Board of Trustees.

Additionally, the Board of Trustees requested the Director of Human Resources to identify executive recruiting search firms to assist with the recruitment needs of the District. This would include a firm or firms who could assist with the General Manager, Director of Finance and (as noted this week) Director of Public Works

positions. The Director of Human Resources has collaborated with Talent Acquisition Specialist Lisa Hoopes, and Interim Director of Finance, Bobby Magee, to prepare a Request for Quotation (RFQ) for the Board's approval. A Vendor Selection Plan is attached and recommended for approval.

III. BID RESULTS

Not applicable to this agenda item at this time.

IV. FINANCIAL IMPACT AND BUDGET

Unknown at this time.

V. ALTERNATIVES

As the District General Manager is the employee of the Board of Trustees, Staff welcomes any thoughts and/or ideas offered by the Board of Trustees at this meeting. It is noted that all District job descriptions are "living documents" that are reviewed annually and updated, as business needs change.

VI. COMMENTS

No additional comments at this time.

VII. DISTRICT IMPROVEMENT, COST REDUCTION, RETURN ON INVESTMENT OR PRODUCTIVITY ENHANCEMENT

Not applicable to this agenda item.

VIII. ATTACHMENTS

Current District General Manager's Job Description
Revised District General Manager's Job Description (Draft #1)
Revised District General Manager's Job Description (Draft #2)
Proposed Vendor Selection Plan

X. DECISION POINTS NEEDED FROM THE BOARD OF TRUSTEES

The Board of Trustees needs to decide if the process, as outlined, is acceptable for moving forward with the search for a new District General Manager, Director of Finance and Director of Public Works.



JOB DESCRIPTION
DISTRICT GENERAL MANAGER POSITION

Job Title: General Manager
Job Number: 1110A
Salary Grade: Contract
Department: Administration
Reports to: Board of Trustees
FLSA Status: Exempt - Executive
Salary Range: \$182,000 to \$230,000 (which includes measurable incentives)

SUMMARY

Under the general direction of the District’s Board of Trustees, assumes full responsibility for the operation and management of the Incline Village General Improvement District (IVGID).

ESSENTIAL DUTIES AND RESPONSIBILITIES

Not necessarily in order of priority, include the following. Other duties may be assigned by the Board of Trustees.

1. Provides excellent customer service to parcel owners, local businesses, government agencies and visitors to Incline Village/Crystal Bay.
2. Oversees the operation and management of the District, including the supervision and control of all of the District’s property, activities, personnel, business, and operations. The General Manager is the chief executive officer of IVGID, responsible for all services, programs, budgets, and the overall operational and financial performance of the District.
3. Recommends, supports the development of, and implements policies and directives set by the Board of Trustees.
4. Directs operation and management of the District in compliance with Ordinances, Resolutions, Regulations, Long Range Principles, Policies and Practices.
5. Directs and participates in the development and implementation of long and short range goals, objectives, policies, practices, and procedures for the District.
6. Implements all personnel rules and regulations, recommends staffing levels, and maintains authority to hire, discipline, or discharge employees as may be necessary to carry out District business.
7. Leads, manages, mentors, empowers and coaches direct reports such as, but not limited to, the Senior Team.
8. Negotiates a variety of contracts and agreements on the District’s behalf including labor negotiations with various union bargaining units.



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

9. Prepares and coordinates preparation of and administers the annual operating budget, long range financial planning, and capital improvement programs for approval by the Board of Trustees.
10. Coordinates preparation and presents to the Board of Trustees agenda packages as requested by the Board of Trustees.
11. Controls, monitors, and reports on programs, projects, and activities in collaboration with Department Heads and Directors.
12. Participates in the development of departmental strategic management and business plans.
13. Leads and supports District wide efforts and training to provide excellent customer service with a focus on retention and loyalty building service.
14. As supported and guided by the Board of Trustees, represents IVGID to the community, media, and other entities, organizations, and government agencies at the local, regional, state, and federal levels.
15. Confers with and responds to District stakeholders and their requests for services, suggestions, and complaints.
16. Supports District managers in identifying day-to-day and IVGID organization-wide departmental operating issues and problems; analyzes alternatives and initiates solutions through effective leadership, collaboration and communication.
17. Directs Staff in the preparation, award, and administration of service, maintenance, construction, concessionaire, material, and other contracts.
18. Assists, advises, and supports the Board of Trustees on special projects, problems, and initiatives.
19. In support of the Board of Trustees, acts as primary interface with the District's General Counsel.
20. Adheres to and enforces stated safety policies and procedures.

LEADERSHIP AND SUPERVISORY RESPONSIBILITIES

1. Leads and manages a staff of Directors and Department Heads who, in turn, lead and supervise a total of approximately 750 employees (including seasonal employees) in the General Manger Department, Administrative, Internal Services, Community Services and Public Works areas.
2. Responsible for the overall leadership, direction, coordination, and evaluation of these units.
3. Carries out leadership responsibilities in accordance with the organization's policies, practices and procedures and applicable laws.



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

4. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.
5. Works closely with the Senior Staff which is defined as Director of Human Resources, Executive Assistant/District Clerk, Director of Finance, Ski Resort General Manager, Director of Parks & Recreation, Director of Public Works, Director of Asset Management and Director of Information Systems & Technology.
6. Is responsible for fostering a positive and productive organizational culture.

QUALIFICATIONS

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

EDUCATION

1. A Bachelor's degree in Public Administration, Business, Finance, Accounting, Engineering or other related field from an accredited four year college or university is required or relevant work experience with increasing responsibilities which include the management and leadership of a sizable organization.
2. A Master's Degree in Public Administration or Business Administration is strongly preferred.

EXPERIENCE

1. A minimum of ten (10) years of related, increasingly responsible, management experience within a customer-service driven and multi-functional environment is required.
2. Experience must also include successful leadership and management of disparate disciplines, i.e., finance, engineering, operations, administration, recreation, and marketing.
3. Experience within a municipal, governmental, community based organization, or recreational service environment is strongly preferred.
4. Experience reporting to a publically elected Board and experience in providing public services subject to public scrutiny is also strongly preferred.



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

COMPREHENSION/COMMUNICATIONS SKILLS

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

MATHEMATICAL SKILLS

1. Ability to apply advanced mathematical concepts and mathematical operations to tasks such as development of budgets, review of budgets, operating statements and other financials, and analysis of strategy/policy making decisions and related economic impacts.

COLLABORATION ABILITY

1. Must have validated strong collaborative and consensus building skills to be applied in leadership and problem solving situations.
2. Ability to create a climate in which people want to do their best and encourage participation and open dialogue at all levels.

REASONING ABILITY

1. Ability to apply principles of logical or scientific thinking to a wide range of intellectual and practical problems.
2. Ability to deal with a variety of abstract and concrete variables.



JOB DESCRIPTION DISTRICT GENERAL MANAGER POSITION

CERTIFICATES, LICENSES, REGISTRATIONS

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

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

OTHER SKILLS AND ABILITIES

1. Well developed and proven leadership skills, especially in the use of delegation, collaboration, participation and example; and strong interpersonal and customer 'retention' service skills; excellent organizational, planning, analytical and problem solving skills; ability to set priorities, but also remain flexible.
2. Must be ethical, trustworthy, self-confident, open and approachable, decisive, responsible, dependable, resourceful, enthusiastic, highly motivated, community oriented, and goal and results-oriented.
3. Ability to ski/snowboard and golf is preferred.
4. Experience or ability to turn enterprise(s) from loss to profit/breakeven.

PHYSICAL DEMANDS

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



JOB DESCRIPTION
DISTRICT GENERAL MANAGER POSITION

WORK ENVIRONMENT

1. The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
2. While performing the duties of this job, the employee is occasionally exposed to outside weather conditions. The noise level in the work environment is usually moderate.
3. Requires mental dexterity to handle emergency situations and be on call twenty four hours per day/seven days per week.

TRAVEL REQUIREMENTS

1. Should be able to travel, as required, to further the interests and needs of the District.

RESIDENCY

1. The District General Manager must reside within forty five (45) miles of the Incline Village General Improvement District service area boundaries (Incline Village and Crystal Bay, Nevada) and within the State of Nevada during the term of this employment contract.

I have read and understand this explanation and job description.

Employee Signature: _____ Date: _____

Employee Name: _____

Incline Village General Improvement District Job Description

Job Title: General Manager
Job Code: 1110
Salary Grade: Contract
Department: Administration
Reports To: Board of Trustees
FLSA Status: Exempt
Prepared By: E. Feore/M. Dent
Prepared Date: 07/01/2023
Approved By: Board of Trustees
Approved Date:

SUMMARY

Under the general direction of the Board of Trustees, the General Manager assumes full responsibility for the operation and management of the Incline Village General Improvement District (IVGID). **The General Manager is responsible for the fair and efficient execution of District policies, procedures, resolutions and ordinances, as well as the overall performance of IVGID.** *Language pulled from Resolution 1898*

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

1. Provides excellent customer service to parcel owners, local businesses, government agencies and visitors to Incline Village/Crystal Bay.
2. Oversees the operation and management of the District, including the supervision and control of all the District’s property, activities, personnel, business and operations. The General Manager is the chief executive officer of IVGID, responsible for all services, programs, budgets and the overall operational and financial performance of the District.
3. Applies Board established policies into day-to-day practices. Provides leadership and engages in strategic thinking to develop and implement operational goals, objectives, policies, capital improvements, programs and services while ensuring a customer-service oriented work environment that supports achieving the District’s mission, plans, objectives, and values. *Language pulled from AGM job description.*
4. ~~Recommends, supports the development of, and implements policies and directives set by the Board of Trustees.~~ Develops policy recommendations to present to Board of Trustees for approval. Implements policies and directives as set by the Board of Trustees. Directs operation and management of the District in compliance with Ordinances, Resolutions, Regulations, Long Range Principals, Strategic Plans, Policies and Practices. *Recommended language changes.*
5. ~~Directs operation and management of the District in compliance with Ordinances, Resolutions, Regulations, Long Range Principals, Policies and Practices.~~ *Combined with #4.*
6. Implements all personnel rules and regulations, recommends staffing levels and maintains authority to hire, discipline, or discharge employees as may be necessary to carry out District business. Maintains direct, day-to-day supervision over all District employees. Supervision includes the power to hire, fire, motivate, discipline, evaluate, promote, demote, transfer and train employees, subject to established personnel policies, union contracts, Board policy and generally accepted personnel practices. Provides leadership, mentorship and empowerment to direct reports, to include performance management and achievement of predetermined goals. *Recommended language changes, includes language from Res 1898.*
7. Supports District managers in identifying day-to-day operating issues both departmentally and District-wide; analyzes alternatives and initiates solutions through effective leadership, collaboration and communication. *Moved from item # 17 for*
8. ~~Leads, manages, mentors, empowers and coaches direct reports, such as (but not limited to) the Senior Team.~~ *Combined with #6.*

9. ~~Negotiates a variety of contracts and agreements on the District's behalf, including labor negotiations with various union bargaining units.~~ Negotiates and manages contracts and agreements to ensure oversight of deliverables, deadlines, contract terms and conditions to ensure compliance. This will include labor negotiations with identified union bargaining units. Directs staff in the preparation, award, and administration of service, maintenance, construction, concessionaire, material and other necessary contracts.. *Recommended language changes.*
10. Working closely with the Director of Finance and other identified members of the Senior Leadership Team, prepares and coordinates preparation of and administers the annual operating budget, long range financial planning, and capital improvement programs for approval by the Board of Trustees. *Recommended language changes.*
11. Coordinates preparation and presents to the Board of Trustees agenda packages as requested by the Board of Trustees.
12. Controls, monitors, and reports on programs, projects, and activities in collaboration with ~~Department Heads and Directors~~ division leaders and Senior Leadership Team.
13. Participates in the development of departmental strategic management and business plans to achieve desired outcome as directed by the Board of Trustees. *Added language.*
14. Leads and supports District wide efforts and training to provide excellent customer service with a focus on retention and loyalty building service.
15. As supported and guided by the Board of Trustees, represents IVGID to the community, media and other entities, organizations, and government agencies at the local, regional, state and federal levels. *Stays abreast of latest developments within the District, County and Region. Represents the District well in public and provides a positive, professional image. Added language from GM Evaluation form.*
16. Confers with and responds to District stakeholders and their requests for services, suggestions and complaints. *Provides accessibility and provides consistent and equal treatment to the Board of Trustee members. Added language from GM Evaluation form.*
17. ~~Supports District managers in identifying day-to-day and IVGID organization wide departmental operating issues and problems; analyzes alternatives and initiates solutions through effective leadership, collaboration and communication. Similarly stated in item #6.~~
18. ~~Directs Staff in the preparation, award, and administration of service, maintenance, construction, concessionaire, material, and other contracts.~~ *Added to #8*
19. Assists, advises and supports the Board of Trustees on special projects, problems and initiatives.
20. **In support of the Board of Trustees, acts as primary interface with the District's General Counsel.** *Consider updating language.*
21. Adheres to and enforces stated safety policies and procedures.

LEADERSHIP AND SUPERVISORY RESPONSIBILITIES

1. Leads and manages a staff of Directors and Department Heads who, in turn, lead and supervise a total of approximately 750 employees (including seasonal employees) in the General Manger Department, Administrative, Internal Services, Community Services and Public Works areas.
2. Responsible for the overall leadership, direction, coordination, and evaluation of these units.
3. Carries out leadership responsibilities in accordance with the organization's policies, practices and procedures and applicable laws.
4. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.
5. Works closely with the Senior Staff which is defined as Director of Human Resources, Executive Assistant/District Clerk, Director of Finance, Ski Resort General Manager, Director of Parks & Recreation, Director of Public Works, Director of Asset Management and Director of Information Systems & Technology.
6. Is responsible for fostering a positive and productive organizational culture.

Recommend removing the numbered points and list in narrative form to match formatting of other job descriptions. This is true for the Qualifications, Education, Experience, Comprehension/Communication Skills, and all else listed below.

Recommend travel requirements is listed as essential duty above to match formatting of other District job descriptions.

QUALIFICATIONS

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

EDUCATION

1. A Bachelor's degree in Public Administration, Business, Finance, Accounting, Engineering or other related field from an accredited four year college or university is required or relevant work experience with increasing responsibilities which include the management and leadership of a sizable organization.
2. A Master's Degree in Public Administration or Business Administration is strongly preferred.

EXPERIENCE

1. A minimum of ten (10) years of related, increasingly responsible, management experience within a customer-service driven and multi-functional environment is required.
2. Experience must also include successful leadership and management of disparate disciplines, i.e., finance, engineering, operations, administration, recreation, and marketing.
3. Experience within a municipal, governmental, community based organization, or recreational service environment is strongly preferred.
4. Experience reporting to a publically elected Board and experience in providing public services subject to public scrutiny is also strongly preferred.

COMPREHENSION/COMMUNICATIONS SKILLS

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

MATHEMATICAL SKILLS

1. Ability to apply advanced mathematical concepts and mathematical operations to tasks such as development of budgets, review of budgets, operating statements and other financials, and analysis of strategy/policy making decisions and related economic impacts.

COLLABORATION ABILITY

1. Must have validated strong collaborative and consensus building skills to be applied in leadership and problem solving situations.
2. Ability to create a climate in which people want to do their best and encourage participation and open dialogue at all levels.

REASONING ABILITY

1. Ability to apply principles of logical or scientific thinking to a wide range of intellectual and practical problems.
2. Ability to deal with a variety of abstract and concrete variables.

CERTIFICATES, LICENSES, REGISTRATIONS

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

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

OTHER SKILLS AND ABILITIES

1. Well developed and proven leadership skills, especially in the use of delegation, collaboration, participation and example; and strong interpersonal and customer 'retention' service skills; excellent organizational, planning, analytical and problem solving skills; ability to set priorities, but also remain flexible.
2. Must be ethical, trustworthy, self-confident, open and approachable, decisive, responsible, dependable, resourceful, enthusiastic, highly motivated, community oriented, and goal and results-oriented.
3. Ability to ski/snowboard and golf is preferred.
4. Experience or ability to turn enterprise(s) from loss to profit/breakeven.

PHYSICAL DEMANDS

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

WORK ENVIRONMENT

1. The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.
2. While performing the duties of this job, the employee is occasionally exposed to outside weather conditions. The noise level in the work environment is usually moderate.
3. Requires mental dexterity to handle emergency situations and be on call twenty four hours per day/seven days per week.

TRAVEL REQUIREMENTS

1. Should be able to travel, as required, to further the interests and needs of the District.

RESIDENCY

1. The District General Manager must reside within forty five (45) miles of the Incline Village General Improvement District service area boundaries (Incline Village and Crystal Bay, Nevada) and within the State of Nevada during the term of this employment contract.

I have read and understand this explanation and job description.

Employee Signature: _____ **Date:** _____

Employee Name: _____

**Incline Village General Improvement District
Job Description**

Draft #2 - 07262023

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

SUMMARY

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

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

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

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

LEADERSHIP AND SUPERVISORY RESPONSIBILITIES

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

QUALIFICATIONS

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

EDUCATION AND EXPERIENCE

A Bachelor's degree in Public Administration, Business, Finance, Accounting, Engineering or other related field from an accredited four-year college or university is required or relevant work experience with increasing responsibilities which include the management and leadership of a sizable organization. A Master's Degree in Public Administration or Business Administration is strongly preferred. A minimum of ten (10) years of related, increasingly responsible, management experience within a customer-service driven and multi-functional environment is required. Experience must also include successful leadership and management of disparate disciplines, i.e., finance, engineering, operations, administration, recreation, and marketing. Experience within a municipal, governmental, community based organization, or recreational service environment is strongly preferred. Experience reporting to a publically elected Board and experience in providing public services subject to public scrutiny is also strongly preferred.

COMPREHENSION/COMMUNICATIONS SKILLS

Ability to read, analyze, and interpret complex documents. Ability to understand, use, and effectively communicate to a diverse audience financial, technical, regulatory, and operational data. Ability to respond effectively to sensitive inquiries or complaints and to establish and maintain effective working relationships with a broad variety of people. Ability to develop presentations and write articles to address a community-wide audience. Ability to make effective and persuasive speeches and presentations on controversial or complex topics to employees, management, public groups, and the Board of Trustees. Effective communication in a one on one environment, where emotions may run extremely high. Ability to

influence others through persuasion, leading by example and team decision-making skills as opposed to the authority of rank is essential. Overall, must be an extremely effective communicator, orally and in writing, with an open and approachable style. Ability to apply advanced mathematical concepts and mathematical operations to tasks such as development of budgets, review of budgets, operating statements and other financials, and analysis of strategy/policy making decisions and related economic impacts. The duties and responsibilities of this position necessitate the use of a cellular phone/mobile communication device for District business reasons.

COLLABORATION AND REASONING ABILITY

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

CERTIFICATES, LICENSES, REGISTRATIONS

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

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

OTHER SKILLS AND ABILITIES

Well developed and proven leadership skills, especially in the use of delegation, collaboration, participation and example; and strong interpersonal and customer 'retention' service skills; excellent organizational, planning, analytical and problem solving skills; ability to set priorities, but also remain flexible. Must be ethical, trustworthy, self-confident, open and approachable, decisive, responsible, dependable, resourceful, enthusiastic, highly motivated, community oriented, and goal and results-oriented. Ability to ski/snowboard and golf is preferred. Experience or ability to turn enterprise(s) from loss to profit/breakeven.

PHYSICAL DEMANDS

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

WORK ENVIRONMENT

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

TRAVEL REQUIREMENTS

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

RESIDENCY

The District General Manager must reside within the Incline Village General Improvement District service area boundaries (Incline Village and Crystal Bay, Nevada) and within the State of Nevada during the term of this employment contract.

I have read and understand this explanation and job description.

Employee Signature: _____ **Date:** _____

Employee Name: _____



**GENERAL IMPROVEMENT DISTRICT
ONE DISTRICT ~ ONE TEAM**

RFQ No. XXXX

Vendor Selection Plan

TABLE OF CONTENTS

	<u>Page</u>
SEC. 1 INTRODUCTION	3
SEC. 2 EVALUATION COMMITTEE.....	3
SEC. 3 OVERVIEW OF PROCESS.....	4
SEC. 4 TECHNICAL EVALUATION	4
SEC. 5 INITIAL EVALUATION AND SCORING	5
SEC. 6 INTERVIEWS	5
SEC. 7 RECOMMENDATIONS AND AWARD	7
 <u>Exhibits</u>	
Exhibit A Evaluation Form (Round 1) Written Proposal	

SEC. 1 INTRODUCTION

A. Purpose and Goal -- The purpose of this Vendor Selection Plan (VSP) is (1) to describe the procedures, criteria, and scoring methodology for the technical evaluation of proposals received in response to the Request for Qualifications (RFQ) issued by the Incline Village General Improvement District (IVGID); and (2) to provide overall guidance to the Evaluation Committee in the review and evaluation of proposals, with the goal of assuring a fair, thorough, and unbiased evaluation consistent with the criteria in the RFQ.

B. Background --The award of contract under this RFQ will be based on qualifications, in accordance with the Evaluation Criteria set forth in the RFQ.

C. Confidentiality and Security -- All members of the Evaluation Committee and other participants in the evaluation process shall not discuss the status of the process, the content of proposals, the content of discussions or negotiations, or the evaluation or scoring of proposals, with any proposer or any other individual who is not directly involved in the evaluation process. All vendor selection information shall be identified and controlled as “Confidential – For Official Use Only” material and shall not be disclosed. All members of the Evaluation Committee and other individuals involved in the evaluation process must comply with these requirements.

SEC. 2 EVALUATION COMMITTEE

Evaluation of proposals received will be conducted by an Evaluation Committee, composed of individuals identified as follows: *Evaluator Number 1, Evaluator Number 2, and so forth*. All members of the Evaluation Committee will evaluate and score the proposals in accordance with this Vendor Selection Plan.

SEC. 3 OVERVIEW OF PROCESS

A. Initial Actions – The Human Resources Department shall provide each member of the Evaluation Committee with a copy of each proposal (excluding the price proposals) and a copy of the Vendor Selection Plan. Each member of the Committee shall acknowledge receipt of the proposals, and shall be responsible for the confidentiality of the material provided to him or her, as well as for the overall confidentiality of the evaluation process.

B. Familiarity with RFQ Contents -- Members of the Evaluation Committee should be familiar with the contents of the RFQ. If any member has any questions regarding the RFQ, he or she should, to the maximum extent practical, address those questions to the Human Resources Department prior to the initiation of evaluations.

C. Overview of Evaluation Process -- Each member of the Evaluation Committee shall independently perform an evaluation of each proposer's technical proposal. The members of the Evaluation Committee shall act independently and shall not communicate with other members regarding their individual evaluations, other than at sessions called by the Human Resources Department. Members of the Evaluation Committee shall not communicate directly with any proposer, other than in interviews and discussion sessions.

SEC. 4 TECHNICAL EVALUATION

A. Technical Review -- Each proposal will be reviewed and evaluated by all members of the Evaluation Committee using the forms in **Exhibit A**, using the procedures and criteria described below. Each evaluator will initially review the Technical Qualifications submittal of each proposal for its technical qualifications and its compliance with mandatory terms and conditions of the RFQ. The initial evaluation shall be based solely upon the materials provided in the proposals. Each evaluator will then conduct a second (and final) review of each proposal based on the results of the interviews with each proposer, if interviews are held.

B. Technical Evaluation Criteria -- Each evaluator shall assign scores as specified on the appropriate form in **Exhibit A**. In addition, each evaluator shall provide written comments on each evaluation factor, as indicated on the forms. The written comments should justify and be consistent with the particular score assigned by the evaluator for that factor.

C. Scoring -- Using the forms in **Exhibit A**, each Evaluation Committee member shall rate each proposal for each Technical Evaluation factor. The rating shall consist of number of points (i.e., 90) and written comments justifying the particular score assigned by the evaluator.

D. Questions and Issues -- Members of the Evaluation Committee shall notify the Purchasing Division of any questions or issues that arise during the evaluation process regarding particular proposals.

E. Interviews -- Following the review of the proposals by the Evaluation Committee and submission of their initial evaluations, the Evaluation Committee will conduct interviews (if necessary) with the proposers.

SEC. 5 INITIAL EVALUATION AND SCORING

After receipt of the technical evaluations, IVGID shall make the final calculations and prepare the Initial Technical Qualifications compiled scoring.

SEC. 6 INTERVIEWS

A. Overview -- IVGID shall invite each proposer within the competitive range for a private presentation and oral interview, which may be completed in person, via Zoom, or similar methods at the sole discretion of IVGID. All members of the Evaluation Committee shall attend such interviews. At these sessions, the proposers should be given the opportunity to make a brief presentation regarding their proposal and to respond to questions from the members of the Evaluation Committee.

B. Impermissible Actions -- During the interview process, representatives of IVGID and/or members of the Evaluation Committee should not engage in:

1. Technical leveling (i.e., helping a proposer to bring its proposal up to the level of other proposals through successive rounds of discussion, such as by pointing out weaknesses resulting from the proposer's lack of diligence, competence, or inventiveness in preparing the proposal);
2. Technical transfusion (i.e., disclosure of technical information pertaining to a competitor's proposal that results in improvement of a competing proposal); or
3. Auction techniques, such as –
 - (A) Indicating to a proposer a cost or price that it must meet to obtain further consideration;
 - (B) Advising a proposer of its price standing relative to another proposer (however, it is permissible to inform a proposer that its cost or price is considered by IVGID to be too high or unrealistic); and
 - (C) Otherwise furnishing information about other proposers' prices or technical qualifications.

C. Final Evaluations -- Each member of the Evaluation Committee shall conduct final evaluations of each proposer following completion of the interviews.

D. Scoring -- Using the forms in **Exhibit B**, each Evaluation Committee member shall rate each proposal for each Technical Evaluation factor based on the private presentations and interviews. The rating shall consist of a number of points (i.e., 85) and written comments justifying the particular score assigned by the evaluator.

E. Submittal of Final Evaluations -- Each member of the Evaluation Committee shall complete his/her ratings and submit the evaluation score sheets to the individual listed in the RFQ as IVGID's contact person. The contact person shall review the technical evaluation score sheets.

SEC. 7 RECOMMENDATIONS AND AWARD

A. Recommendation -- After reviewing the evaluations and recommendations made by the Evaluation Committee, IVGID's contact person shall submit the Evaluation Committee's recommendation for the highest ranked proposer to the Human Resources Director and the Interim Finance Director, the compiled scoring and ranking of all acceptable proposals.

C. Award of Contract -- Following determination of the highest ranked offer, IVGID shall award the contract in accordance with IVGID policies.

CONFLICT OF INTEREST STATEMENT RFQ# 0001

I certify, as a participant in the evaluation of this solicitation that I have received, reviewed, signed, and submitted a copy of the Incline Village General Improvement District (IVGID) Proposal Evaluation Rules of Conduct to the Project Manager. I further certify that I will comply with all conditions or restrictions imposed by the IVGID to manage, reduce or eliminate actual or potential conflicts of interest. This form must be completed and signed by each team members before the evaluation commences.

EMPLOYMENT:

- I am an employee of IVGID;
- I am a contractor (not an IVGID employee) employed by: _____; - OR -
Company Name
- Other (explain): _____

FINANCIAL INTEREST:

- I have no financial interests in any of the vendors associated with this solicitation process
- OR -
- I am disclosing the following financial interests in vendors associated with this solicitation process:
 - Salary or other payments for goods and/or services to myself or another family member,
 - Equity or ownership,
 - Intellectual property rights, and/or
 - Other financial interests that could affect or be perceived to affect the results of the solicitation process:

<u>Company</u>	<u>Financial Interest</u>
_____	_____
_____	_____

- OR -

- I am disclosing the following non-financial interests (such as personal relationships, etc.):

<u>Company</u>	<u>Non-Financial Interest</u>
_____	_____
_____	_____

CERTIFICATION:

I certify that the above information is true and accurate to the best of my knowledge:

Print Name: _____ Signature: _____ Date: _____
 Job Title: _____ Agency/Department: _____



Proposal Evaluation Rules of Conduct

The following rules were established to enhance the overall transparency of the RFQ evaluation process:

1. All contact with Proposers must be conducted through the Project Manager assigned to the Request for Qualifications (a.k.a. solicitation). Any questions the Evaluators may have must be submitted, in writing, to Proposers by the Project Manager, with written responses required.
2. The identified point of contact is responsible for scheduling proposal presentations and/or interviews, should they be requested by the Evaluators.
3. Evaluators must NOT have a personal interest (financial or other personal benefit) with any vendors affiliated with this particular project. Any such interest must be reported immediately to the Project Manager before starting the evaluation whereupon that interest will be reviewed as to whether or not it constitutes a Conflict.
4. Evaluators must have sufficient understanding of the evaluation process and the rules associated with the evaluation process to support their recommendation.
5. Each Evaluator must sign and submit a Conflict of Interest Statement to the Project Manager before the evaluation begins certifying that their participation as an Evaluator creates no conflict of interest. Failure to sign a Conflict of Interest Statement will disqualify the Evaluator from participating in the evaluation process.
6. Evaluators are directed to perform as fair and unbiased an evaluation of all proposals as possible. Past or current association with particular firms and/or individuals must NOT influence the evaluation. Evaluators are required to be particularly objective and may not favor a particular firm or individual. Use of reference checks is allowable as part of the evaluation process as are follow-up presentations and interviews.
7. During the evaluation process, the Evaluators shall maintain confidentiality. No Evaluator shall transmit, communicate, or otherwise convey preliminary conclusions or results of what was submitted by the Proposers, or that a given proposal was selected. All internal workings of the evaluation shall be kept confidential until the Project Manager has completed their work and has received concurrence from the Interim Finance Director for their chosen solution or in the case of Formal Request(s) for Qualifications, the intent to award has been posted on a Meeting Agenda.
8. Each Evaluator will complete an individual evaluation of each proposal. The individual signed and dated evaluations will be submitted to the Project Manager where they will be preliminarily summarized and totaled, then presented to and finalized by the Evaluators as a whole.
9. If the evaluation results in an unacceptable conclusion due to a failure to correctly follow the evaluation process, any Evaluator may make their findings known to the others. If a consensus cannot be reached, the Interim General Manager shall make a ruling. The Project Manager shall keep a record of the evaluation process.
10. After the selection is made, all inquiries regarding the evaluation process shall go through the Project Manager. The Project Manager must submit reproductions of the signed evaluations, summary, Conflict of Interest Statements, and Proposal Evaluation Rules of Conduct to the Interim General Manager (or designee) for concurrence regarding the intent to award.

Print Name: _____ Signature: _____ Date: _____