

MEMORANDUM

TO: Board of Trustees

FROM: Erin Feore
Director of Human Resources

SUBJECT: Review, discuss, and possibly approve recommended direction regarding the pending vacancy of the General Manager's position

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

DATE: July 31, 2024

I. RECOMMENDATION

That the Board of Trustees approve the recommended direction regarding the pending vacancy of the General Manager's position.

II. BACKGROUND

Following direction from the Board of Trustees at both the June 26th and July 10th meeting, I began researching various management firms, executive recruiting agencies and spoke with at least three individuals who had reached out to inquire about the General Manager's position. A summary of those contacts are noted below:

- 5 Management Firms (both Commercial and Governmental)
- 5 Executive Recruitment Firms (both Commercial and Governmental)
- 4 Personal Individuals

Of the fourteen contacts made, I received five responses:

- 1 Management Firm
- 1 Executive Recruitment Firm
- 3 Personal Individuals

Management Company: Troon

Over a period of approximately four weeks, I have had a number of conversations and meetings with Joe Goodrich, Vice President of Troon Management, along with two members of his staff. Following an extensive review of our organizational chart, current community services, recreation venues, and current operations, Mr. Goodrich quickly identified that bringing in a team of talented industry professionals would be their best recommendation to provide an overall operational assessment with the goal of implementing industry best practices, taking into account the Moss

Adams and RubinBrown reports and recommendations. As noted in the attached proposal, and by utilizing their team of professionals, Troon would work quickly to identify both operational successes and deficiencies and provide recommendations to the Board of Trustees. Following Board direction, Troon would manage said change to completion, with the intent of analyzing those changes to ensure effective results. Finally, the Troon team would work with the Director of Human Resources and/or other identified individuals to assist with the hiring of a permanent General Manager, ensuring knowledge gained through their partnership with the District is passed down to the new General Manager so consistency is maintained.

Executive Recruiting Firms

Following conversations with Trustees during the June 26 and July 10th meetings, the Board had expressed an interest in perhaps finding an Interim General Manager who, utilizing the various consultant reports, would quickly initiate recommended changes noted in each report. As such, I had reached out to a variety of Executive Search firms, to include those who specialize in “C-Suite” (business) executives as well as those who specialize in senior management of governmental agencies. One agency responded to my request for information and provided information about their services, and agencies supported. As anticipated, this agency provides recruitment services for permanent placement of staff; as such, they were not able to provide assistance or services in placing interim staff. Their services and cost for services are typical of most recruitment agencies and, should the Board direct me to partner with Executive recruitment agencies, I will reconnect with this company for further information.

Individuals

Over the course of the past month, I have spoken with three individuals who have expressed an interest in stepping in as interim General Manager of this District. Two of the individuals were recommended by BBK and both have extensive backgrounds and experience in city or county management. Separately, one individual reached out to me (via email) advising of their interest in working with the District on an interim basis. He is a former General Manager of this District. The following is a summary of conversations had with two of the three individuals:

Person #1: Former interim City manager of small northern California town; worked closely with Community Services and Public Works. Decades of experience working with small communities, specializing in economic growth. Watched our July 10th Board meeting and understands IVGID may be seeking services of management company; agreed that given the identified deficiencies in each of the reports, it may require a team of professionals to work with the District to get those items addressed; however, recommended District also (or at some later date) employ a General Manager who will work directly with management company to ensure recommendations/Board directives are carefully managed to completion.

Person #2: Decades of professional municipal government experience for both large and medium sized jurisdictions, with more than 30-years of executive and senior level leadership. Former interim city manager of small communities throughout California. Would work to ensure continued transparency and partnership with the Board of Trustees to see directives managed to completion. Also understood the District's interest in working with a management organization and agreed that having a General Manager take the reins to ensure continued compliance and consistency would be extremely valuable.

Person #3: Former General Manager of IVGID; has a continued passion for this community and the services offered its residents. Background and experience in running privately owned businesses (specifically in a Finance management role). Would work with Board and staff to stabilize operations, evaluate current internal control policies for compliance, and identify strengths and weakness to improve current operations until such time as a permanent General Manager was hired by the Board of Trustees.

It should be noted that all three of the individuals I spoke with agreed: if the Board chooses to partner with a management firm, whether simultaneously or at a later date, an Interim-to-Permanent General Manager would ensure the initiatives implemented and approved by the Board is clearly communicated to staff, with a focus on ensuring improvements continue and remain consistent.

Conclusion

Based on the noted concerns of the Board of Trustees, following the release of the RubinBrown report, I am recommending the Trustees engage with a management company who can provide a staff of individuals to analyze our current operations and implement the needed changes as identified in the various consultant reports. It is further recommended that, at some point in the future, following the implementation of those identified changes, the Board may want to consider the value in partnering with an Interim General Manager who can work directly with the management agency to ensure Board initiatives and directions are received by staff and managed to completion.

III. BID RESULTS

N/A

IV. FINANCIAL IMPACT AND BUDGET

To be determined following directed selection.

V. ALTERNATIVES

As an alternative, the Board of Trustees may choose to assign an internal Interim General Manager until such time as a more permanent solution is determined.

VI. ATTACHMENT

Troon Operational Assessment and Cost for Services Proposal – *pending receipt from Troon, may be supplemental material.*