

MEMORANDUM

TO: Board of Trustees

FROM: Erin Feore
Director of Human Resources

SUBJECT: Review, discuss, and possibly approve Request for Proposal for management services; provide direction to the Human Resources Director regarding received applications the recently posted General Manager position

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

DATE: August 22, 2024

I. RECOMMENDATION

That the Board of Trustees review, discuss and approve the draft Request for Proposal document for management services; further, provide direction to the Human Resources Director regarding received applications for the recently posted General Manager position.

II. BACKGROUND

Following direction from the Board of Trustees at the August 20, 2024 Board of Trustees meeting, Director of Human Resources Feore and Trustee Tulloch worked together to produce a formal Request for Proposals document for management services firms. This document includes the following points (noted in red font) for the Board to discuss and consider:

Dates suggested under schedule of events; and
Scope of Work; and
Special Considerations; and
District Project Team and Management; and
Proposal Content and Requirements; and
Submittals requirement

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. This item is being separately placed on the agenda for discussion.

VI. ATTACHMENT

Request for Proposal for Management Services

REQUEST FOR PROPOSALS

DISTRICT MANAGEMENT SERVICES FOR THE INCLINE VILLAGE GENERAL IMPROVEMENT DISTRICT

August 21, 2024

Introduction

The Incline Village General Improvement District (IVGID) is seeking proposals from qualified business management firms to support the Incline Village General Improvement District (IVGID).

A Request for Proposal process is different from an Invitation to Bid. The District expects vendors to propose creative, innovative and competitive solutions to the District’s stated problem or need, as specified herein and/or to present alternative proposals that can support the District in implementing fiscally sustainable service, quality and operational improvements.

Background

Established in 1961 by Washoe County under Nevada Revised Statute, Chapter 318, the Incline Village General Improvement District (IVGID) was chartered to provide water, sewer, trash and recreation services for the Incline Village and Crystal Bay communities. This community is governed by an elected Board of Trustees, acting on behalf of the electorate, to set policy and determine strategies for accomplishing the charter. Within statute limits, IVGID is empowered to determine what facilities and services to offer that preserve or enhance the general health, safety and welfare of the community.

Currently IVGID’s structure includes eight departments overseen by a General Manager, who reports to the Board of Trustees. The departments include Information Technology, Human Resources, Finance, Administrative Services, Parks and Recreation (including beaches), Ski, Golf (including Food & Beverage and facilities operations), and Public Works. The District manages and oversees a \$50+ million annual budget and employs an average of 500 employees (both year-round and seasonal) per year, with up to 900 employees during the peak winter/summer seasons. There are approximately 135 full time year-round staff.

IVGID operations are funded principally through an annual recreational facility and beach fee charged to parcel holders plus venue user charges as opposed to property taxes.

Schedule of Events

It is the goal of IVGID to select and retain a Firm by **October 23, 2024**. In preparation for that action, the following **tentative** schedule of events has been prepared:

Event	Date	Time
Request for Proposals Released	8/29/24	9:00 a.m.; PDT
Proposals Due	9/25/24	9:00 a.m.; PDT
Interviews with Board of Trustees	10/9/2024	6:00 p.m.; PDT
Notification of Tentative Selection	10/9/2024	Before end of meeting
Tentative IVGID Board Meeting to Consider Awarding Contract	10/23/2024	

IVGID reserves the right to amend, withdraw and cancel this RFP. IVGID reserves the right to request or obtain additional information about any and all submittals before making an award. IVGID also reserves the right to seek clarification from any Proposer about any statement in its proposal that IVGID finds ambiguous.

Scope of Work

The following items provide a proposed scope of work to meet IVGID requirements as per our current requirements. Respondents may propose on some or all of these areas. Respondents are encouraged to suggest amendments to this scope where they can demonstrate how their proposals can provide improved business and operational performance for the District within the Governance structure. Respondents may also wish to provide alternative innovative proposals that demonstrate the potential to provide equal or superior benefits for the District and Community.

Working directly with the District's Board of Trustees, requested services include:

- Provide potential experienced Business Operations candidates from the respondent for the vacant General Manager position.
- Utilizing previously provided consultant reports*, provide recommended implementation and resource plan to execute solutions to address deficiencies and/or operational improvements.
- Working with the Board of Trustees, develop for approval a three to five year Districtwide Strategic Plan, for utility, recreational, hospitality related operations. This plan must include an overview of District services and resources and should provide all stakeholders with a summary of anticipated goals, services levels and projected financing.
- Review current District service and supplies contracting practices; implement improvements in processes to ensure continued compliance with Federal, State and local laws.
- Evaluate current user rates and service levels to ensure financial sustainability, and ensure programs and services are provided to the public at agreed quality levels within Board-approved budgets.
- Evaluate current marketing processes and analytics to develop and implement strong strategies to improve District and customer engagement and build strategic communication plans.
- Create action plan to implement management leading practices in District management and operations.
- Following extensive review of District policies and procedures, make recommendations for improvement or efficiency purposes to the Board; if approved, provide continued training and communication with staff to ensure continued compliance Districtwide.

Proposals should demonstrate a focus by the respondent on successful implementation, execution and institutionalization of plans as opposed to simply developing proposals. This should also include proposed benchmarks, metrics and KPIs as well as feedback processes to enable continuous improvement and innovation.

*Links for consultant reports as follows: Add F&B report

Raftelis Report: <https://www.yourtahoepace.com/uploads/pdf-ivgid/G.2. - Reports - Raftelis Report.pdf>

Moss Adams Report: <https://www.yourtahoepace.com/uploads/pdf-ivgid/D.3. - Moss Adams Report recommendations.pdf> and <https://www.yourtahoepace.com/uploads/pdf-ivgid/Item G.3. - General Business - Moss Adams.pdf>

Special Considerations:

Previous experience in Nevada including work within Nevada statutes and regulations applicable to public agencies,

District Project Team and Management

Board Liaison, General Manager and District staff as designated.

Proposal Content and Requirements

To be considered for **District Management Services**, your **Proposal Contents** must be clearly marked and shall include the following:

Proposals shall not exceed 20 pages in length, plus up to 20 pages of supporting appendix materials, using a minimum 11-point font size type. Resumes of all proposed staff working on the project should be included. A typical proposal submittal and appendices should follow the format provided below:

- 1) Transmittal Letter: Include any information your Firm believes should be highlighted from its proposal or any key considerations for the selection committee to consider that are not covered in the proposal requirements. Consultant will also include in the transmittal, any exceptions taken to IVGID's Standard Consulting Agreement.
- 2) Firm Experience: Provide an overview of your Firm's experience at providing **management and operational support services** for other governmental agencies and private companies, **including utility operations, financial operations, recreation operations and hospitality related operations as applicable. This should include at least three relevant client reference projects with** a short description of the project and your Firm's role and a specific contact person with phone number.
- 3) Firm's Approach to Project: Consultant shall describe its approach in implementing and managing services to deliver successful results. This includes how the Consultant shall meet the stated goals within the proposed scheduled time, the ability to work with a multi-disciplinary project team, including IVGID staff, and other Consultants if necessary.
- 4) Delivery team: Describe your delivery team as applicable, including title, office location and contact information. Include the key individuals and sub-Consultants that will actually be responsible for delivery and management of the services. Include a proposed percent-time requirement for key staff, who are proposed for delivery of the services. An organization chart should be provided showing the inter-relation of the service providers, both District and Consultant.
 - a) This section will not include any estimate of costs.
- 5) Provide details of specialist support services the respondent can provide to support or advise District staff where necessary such as finance, marketing etc.
 - a) This section will not include any estimate of costs

- 6) References: Provide at least three references for the key individuals proposed. This section should provide a short description of the project and your Firm or staff members' role, and a specific contact person with phone number. The selection committee will be focusing on project performance and will be requesting input as to conformance with schedules and budgets.
- 7) Appendix materials submitted should be limited to resumés of proposed key staff relevant to the scope of work and references
- 8) IVGID's standard form professional services agreement, including insurance and indemnity requirements, will be provided to all Firms interested in submitting a proposal. Exceptions to IVGID's standard contract requirements must be submitted with the proposal for evaluation. The District will not negotiate exceptions to its standard contract requirements unless such exceptions are submitted with the proposal for consideration.

Any proprietary information in the proposal must be separately marked "Proprietary" per NRS 332.061 and submitted on separate pages. Firms may not mark the entire proposal as "Proprietary." Cost proposals and contract exceptions shall be deemed confidential per NRS 332.061(2), but only until a contract is recommended for award. Submission of a proposal shall be deemed acceptance of requirements under the Nevada Public Records law that proposals are subject to disclosure at the time of award.

Proposed Compensation

Firms shall submit a total proposed cost in a separate electronic file broken down by roles and timing. Where these costs include any fixed or management fees these should detail what services are included in the fees.

Evaluation Criteria

IVGID reserves the right to amend, withdraw, and cancel this RFP. IVGID also reserves the right to reject all responses to this RFP at any time prior to agreement execution. Furthermore, IVGID reserves the right to request additional information about any and all Proposals that in IVGID's sole opinion is necessary to assure that the Company's competence, number of qualified employees, business organization, experience, and financial resources are adequate to perform the Services. Pursuant to NRS 332.115(1)(b), the District has determined that this RFP is not required to be awarded on the basis of lowest responsive and responsible bidder because the contract will involve the provision of professional services. Award will be made based on a determination of best value for IVGID.

All Proposals shall be reviewed to verify that the Firm has met the minimum requirements as stated in this RFP. Proposals that have not followed the rules, do not meet minimum content and quality standards, and/or do not provide references will be rejected as non-responsive.

Submittals

Interested parties shall submit one electronic copy of its response to this RFP, in PDF format, to ekf@ivgid.org no later than **9:00 a.m. PDT, September 25, 2024**. A separate PDF file containing the cost proposal shall be sent by the same deadline, which may be attached as a separate email if needed.