

Management Consultant Update: 7/16/2021

Management Proposals

Today, by 4 pm we will find out if we have proposals for outsourcing management. I know of one that was submitted early in the week. I plan to go to Town Center at 4pm today and see what has arrived. I will write a memo summarizing the proposals for Wednesday's meeting, if we receive more than one. I've also asked Ryan to scan the proposals so they can be posted to the website attached to the agenda for community members to also review.

The financial portion of the proposals will remain sealed until Ryan brings them to the meeting on Wednesday.

Recommendation: if you find any of these proposals are interesting to you, and worth having a conversation with the folks to better understand their proposal, then during your discussion on Wednesday, schedule another BOD meeting for at least 10 days from them (for noticing) and to interview those who have submitted proposals (I think it's a good idea to get more information). Alternatively, you could "continue" the item to a date in the future and thus, avoid having to wait 10 days for the meeting for noticing requirements. However, with Bill going out of town, waiting until he's available for the interviews would give you the time necessary for noticing.

Insurance

We should have a quote before your meeting on Wednesday and the Broker is willing to zoom-in.

Park Ownership

In response to our letter, Jacob received a request for a meeting with the City of Reno on August 5th at 10am. He's asked me to attend and I agreed. I also checked w/ Mark to make sure you're okay with my continued involvement in this matter.

Landscape RFP / Brightview Contract

At Jacob's request, I reviewed the current agreement with Brightview and because it's expiring on August 31, 2021, I recommended requesting an extension of the current agreement on a month-to-month basis until such time as the Board gives the okay to the Facilities Committee to issue an RFP or decides to extend for another year. This will be included in your Facilities update at the BOD meeting next week. I understand Jacob sent you an email summarizing this issue.

Jacob connected Chris Mann and I on this issue as Chris has been gathering information to start on an RFP. I explained that there is not really enough time to issue an RFP, review bids, and have the Board award a new contract (to Brightview or another contractor) before August 31 or with enough time to mobilize a new contractor if a new company is selected (hence another reason for month-to-month extension) .

Also, the current agreement does not automatically extend for this next year. The agreement requires both parties to mutually agree, which requires a Board-level action. Therefore, either way, you'll need to agendize a Brightview extension of either month-to-month or the agreement.

Brightview will want to agree to a month-to-month extension, it's in their best interest to continue delivering services.

By the way, side note, a landscaping contract should not expire during the season. That might have been done for purposeful reasons such as putting the SOA in a bind to continue an agreement during the summertime when it is impossible to bring someone new on.

In the future, strategic and critical thinking about contracts would include determining the best period for contracts terms: for landscaping, it should either end of the year or February or so. That gives the SOA time to re-bid (every 5 years or so), during the end of the season (August) for a contract period that would start Feb-Mar, giving new folks time to assess, plan, prepare, hire and mobilize before the next season.

RFP Process: If Board okays going out to bid, Chris says he can put the scope of work together and I've offered to put the RFP package together, - pending Board direction.

To Bid or not-to-bid: There's no harm per se in going out to bid. The only drawback would be if you want to bring landscaping in-house, if you go out to bid now anyone entering into a new agreement will want a commitment for the next couple of years. If in-house is not something you want to analyze and consider in the next year or two, then re-bidding now would provide a good comparison of service providers, and now is the right time.

Jacob spoke with Brightview yesterday and he can share that conversation - in short, they appear willing to extend month-to-month. I've suggested Jacob seek a proposal from them for a month-to-month extension to get it on a Board meeting to approve a temporary extension while you consider options. Or conversely, if you want to extend their contract as-is, enter negotiations for that now.

Policies / Procedures to improve operations and management

I've spoken with all of you this week on this task. I am excited about it - I really enjoy improving procedures and standard practices.

I think we can wrap what you're all looking for into a comprehensive operational policy document that will include the following. Now that I have a good understanding of what's needed, the result will be policies and procedures that accomplish the following and establish management expectations. The following list is brief summary of what I'm working on, it's not a comprehensive list, but overall:

A standard operations policy document will include:

- The process and expectation for Board retreat following every election to layout the annual work plan with the Board and staff
- the work plan is informed by the budget and reserve study from the previous year
- a year-long action planning calendar

- the policy will change the reserve study updates to earlier in the year to ensure the budget planning and work plans are all in alignment
- committee roles/responsibilities/guidelines that provide clear guidance on spending levels, reimbursements, and budgeting
- a plan for committees to submit their budget and plans for the upcoming year to the finance committee by X date (August?) of every year to properly plan for next year.

- standardize practice that requires the onsite Manager to prepare a memo for every item on the agenda summarizing (a) why is this item on the agenda (should be from the annual action plan, reserve study), (b) the process involved for soliciting bids, (c) the budget impacts based on the Board's decision, and (d) the options for the Board's consideration of the agenda item. <<< all of this is simple because it's based on the planning at the beginning of the year, these memos keep everyone informed and all projects and programs aligned ... if the item is an expected issue or new item of concern to the Board that would be explained in the memo. I'll include a standard memo format.

- RFPs and bidding - I'll have procedures that are clear and defined. A standard practice policy will ensure the Manager will do what is expected to solicit bids. By the way: the SOA needs to join Planet Bids, it's not expensive. All bids should be posted there.

- Contract management - a policy as to what is expected in this regard, again, protecting the SOA regardless of who the manager is. This policy will require the manager to physically inspect every project and summarize the project for the Board, require that 10% of the contract amount is reserved until final inspection is complete (might be a 3rd party if necessary) and until all punch-list items are complete and only when all of that is reviewed and deemed complete, including change orders, then the final invoice is processed and paid *and* a report submitted the Board at a Board meeting summarizing the project.

- Operations - standard practice policy will include that annually, the Board at a BOD meeting, in public, will receive a presentation from the SOA's insurance broker(s) as to its current coverages and any changes, and items not covered, etc.

This probably sounds like a lot, but based on my conversations with you all, and reviewing the SOA's current policies, which are wholly lacking, I believe the need for these policies is important and I believe I can wrap it into a single policy document. Having that policy document adopted by the Board will ensure the expectation for how the SOA is managed is known and understood and any new board members will need an orientation on these policies. Including everything in an annual calendar will standardize the operation and protect the SOA for the longrun.

Again, I think I can get you a draft within two weeks, end of July. That'll give us time to review and edit, and get it onto an August agenda for Board consideration of adoption.

This timeline aligns with potentially new management as well and will ensure that process is starts off on the right foot

~Nancy

As always, call with questions, comments