

May 7, 2024

Mayor Joe Hardy, and
Members of the City Council
City of Boulder City
401 California Avenue
Boulder City, Nevada 89005

Via Email: ttedder@bcnv.org

Dear Mayor Hardy and Members of the City Council:

We are pleased to submit this Letter Proposal to recruit for the position of City Manager for the City of Boulder City. We will facilitate this recruitment process and professionally add value to the entire recruitment and selection process.

The City of Boulder City is seeking an executive search firm to assist the City in the search and selection of a City Manager. If this search is awarded to Ralph Andersen & Associates, the City will have Mr. Fred Wilson, Senior Consultant of Ralph Andersen & Associates, as the Project Director. Mr. Wilson is a former City Manager and has extensive experience recruiting top talent for city managers and other chief executives.

Recent Related Search Engagements

Ralph Andersen & Associates conducts a wide array of searches in the public sector. Our experience spans populations of all sizes, from the largest in the country to small and mid-size municipalities. While we have a strong focus in California, we also conduct recruitments on a national scale.

Below is a listing of city manager and assistant/deputy city manager related recruitments conducted or in-progress by Ralph Andersen & Associates (2017 to Present).

- Alexandria, VA
 - Deputy City Manager (2022 & 2024)
- Allen, TX – City Manager (2019)
- Avondale, AZ – City Manager (2022)
- Austin, TX
 - Assistant City Manager for Economic Opportunity & Affordability (2018)
 - Assistant City Manager for Health & Environment / Culture & Lifelong Learning (2018 & 2021)
 - Assistant City Manager for Mobility (2019)
 - Assistant City Manager for Safety (2019)
 - Deputy City Manager (2019)
- Beverly Hills, CA
 - Deputy City Manager (2019)
- Burleson, TX
 - Deputy City Manager (2021)

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- Cave Creek, AZ – Town Manager (2024)
- Charlotte, NC
 - Assistant City Manager (2019 & 2022)
- Coronado, CA
 - Assistant City Manager (2022)
- Costa Mesa, CA
 - Assistant City Manager (2023)
- Cottonwood, AZ – City Manager (2023)
- Delray Beach, FL – City Manager (2019)
- Denton, TX
 - Assistant City Manager (2019)
- Florence, AZ – Town Manager (Current Search)
- Goleta, CA
 - Assistant City Manager (2024)
 - City Manager (2022)
 - Deputy City Manager (2017 & 2019)
- Goodyear, AZ
 - Deputy City Manager (2022)
- Grand Terrace, CA – City Manager (2021)
- Gustine, CA – City Manager (2022)
- Highland, CA – City Manager (2024)
- Huntington Beach, CA – City Manager (2022)
- Indio, CA – City Manager (2021)
- La Palma, CA – City Manager (2020)
- La Quinta, CA – City Manager (2019)
- La Verne, CA – City Manager (2022)
- Laguna Beach, CA – City Manager (2024)
- Lawrence, KS – City Manager (2019)
- Lewisville, TX – City Manager (2021)
- Lincoln, CA – City Manager (2022)
- Los Altos, CA – City Manager (2021)
- Miami Beach, FL – City Manager (2021)
- Mill Valley, CA – City Manager (2020 & 2022)
- McKinney, TX
 - Assistant City Manager (2017)

- Modesto, CA
 - Deputy City Manager (2022 & 2023)
 - Deputy City Manager for Operations (2018)
 - Deputy City Manager for Support (2018)
- Montebello, CA – City Manager (2023)
- Naples, FL – City Manager (2022)
- Nevada City, CA – City Manager (2022)
- Norco, CA – City Manager (2022)
- Oakland, CA – City Administrator (2020 & 2023)
- Ocean Reef Community Association, FL
 - President (2019)
 - President (Background) (2023)
- Ojai, CA – City Manager (2024)
- Orange, CA – City Manager (2022)
- Oro Valley, AZ – Town Manager (2023)
- Palm Desert, CA
 - Assistant City Manager (2019)
 - City Manager (2021)
- Palm Springs, CA
 - Assistant City Manager (2021)
- Paso Robles, CA
 - Assistant City Manager (2019)
- Pismo Beach, CA – City Manager (2023)
- Pomona, CA – City Manager (2019)
- Powell, OH – City Manager (2020)
- Queen Creek, AZ – Assistant Town Manager (2023)
- Redlands, CA – City Manager (2019)
- Rialto, CA – City Administrator (2019)
- Riverside, CA – City Manager (2022)
- Rossmoor, CA (Golden Rain Foundation) – General Manager (2022)
- Sacramento, CA
 - Assistant City Manager – Public Safety (2018)
 - Assistant City Manager – Municipal Services (2019)

- Scottsdale, AZ
 - Assistant City Manager (2024)
- Stockton, CA
 - Deputy City Manager II (Two Placements) (2020)
- Santa Monica, CA – City Manager (2021)
- Sierra Madre, CA – City Manager (2021)
- Solvang, CA – City Manager (2023)
- South Padre Island, TX – City Manager (2019)
- Stockton, CA – Deputy City Manager II (Two Placements) (2020)
- Sugar Land, TX – City Manager (2019)
- Sun City West, AZ – General Manager (2019)
- Suisun City, CA – City Manager (2019 & Current Search)
- The Woodlands Township, TX – President and General Manager (2020)
- Upper Arlington, OH – City Manager (2019)
- Vancouver, WA
 - Deputy City Manager – Community and Economic Development (2021)
 - Deputy City Manager for Enterprise Services (2021)
- Westlake Village, CA – City Manager (2019)

Project Staffing

Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. The City will have Mr. Fred Wilson as Project Director. The full staff of the firm – from graphics to research to recruitment coordination – will be involved in this important recruitment process.

Mr. Fred Wilson, Project Director

Mr. Wilson, Senior Consultant with Ralph Andersen & Associates, brings more than 35 years of experience as a local government executive, including 21 years serving as City Manager in two California cities. Working in full-service cities, he brings a strong background in identifying and recruiting top quality executive staff. His skills in identifying, recruiting, and retaining high quality employees and talent management, coupled with succession planning, have contributed significantly to the successes of those organizations. This experience gives Mr. Wilson a unique perspective to identifying high quality candidates that “fit” the organization.



Since joining Ralph Andersen & Associates, Mr. Wilson has completed many successful recruitments and brings a vast network of contacts throughout the region. He has successfully completed searches for executives and professionals for local government organizations including City Managers,

Community Development Directors, Public Works Directors, Finance Directors, and other General Managers.

Mr. Wilson's clients have found his knowledge of city management, experience working with City Council members, and expertise in recruitment and selection an asset.

As a long-tenured local government executive, Mr. Wilson has extensive experience in all aspects of governance including organizational development, succession planning, municipal finance, community development, and general management. His experience includes serving in multiple leadership roles in various organizations including the League of California Cities and has been active on various advisory boards throughout his career.

Mr. Wilson holds a Bachelor of Science degree in Urban Planning from Cal Poly Pomona, and a Master's degree in Public Administration from California State University, Northridge.

Mr. Wilson may be reached at (916) 630-4900 or directly on his cell at (714) 421-3258 or via email at fred@ralphandersen.com.

Paraprofessional and Support Staff

Paraprofessional, graphics, and support staff will provide administrative support to the consultant team on recruitment assignments. These may include Ms. Diana Haussmann, Ms. Christen Sanchez, Ms. Hannah Jones, Ms. Teresa Heple, Ms. Karen AllGood, and Ms. Tina Keller.



Approach to Executive Search

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 52 years.

- Developing a comprehensive position profile based upon information obtained in various meetings with the City Council, Human Resources Manager, and other designated City staff and stakeholders.
- Reviewing current compensation and recommending changes based upon market and competitive conditions, if desired by the City.
- Extensive *personal outreach*, via telephone and through internet technology, to qualified candidates throughout Nevada, the Western Region, and selectively beyond, if desired. Outreach to qualified candidates on a national scale will also be included should this be the desire of the City.

- A marketing strategy that uses selected advertising to supplement the extensive candidate identification process, uses the Internet and social media, and also uses our already established professional contacts throughout the region.
- A screening process that narrows the field of candidates to those that most closely match the needs of the City and is based on screening interviews with the top candidates. Candidates' education, experience, and credentials are matched to the criteria established in the position profile.
- Delivering a product in the form of a search report that recommends a top group of candidates and provides the City with detailed information about their backgrounds and experience.
- Conduct final background and verifications, including references, on the top candidate.
- Assist in negotiations of offer of employment.
- Close out the search and notify all candidates not selected.

Ralph Andersen & Associates has an outstanding reputation for being thorough and professional in the approach it takes in recruitments. Each candidate's match with the position is based on the individual's own set of professional experiences, management style, education and credentials, and overall fit with the organization and executive leadership.

Search Work Plan

This section describes the usual steps in the search for a new City Manager for the City of Boulder City. This recruitment will be under the direction of Mr. Fred Wilson, Project Director/Search Consultant.

Task 1 – Review Project Management Approach

The Project Director, Mr. Wilson, will begin work on this project within 10 days (or sooner) after the City provides a contract or, alternatively, an official notice to proceed. The first task will include established individual and/or group meetings with the City Council, Human Resources Manager, and others, as appropriate, to finalize the recruiting and selection process. This will include discussion of the project management for this search, review of the work plan, confirmation of timing, and communication methods. Working collaboratively with the City Council, Human Resources Manager, and key City staff, this task will result in a more definitive timetable.

As part of our overall approach to this project, the Project Director will deliver regular status reports at each stage of the search. In addition, Mr. Wilson will be highly accessible and responsive to client requests and inquiries.

Task 2 – Develop Position Profile

The position profile for the City Manager is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

Mr. Wilson will conduct video meetings with the City Council, Human Resources Manager, key staff members, and others as directed by the City to gain an understanding of the experience and professional background requirements desired in the City Manager. These meetings will also help the Search Consultant gain an understanding of the work environment and the issues facing the City of Boulder City.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the City Manager. The criteria should reflect the goals and priorities of the City of Boulder City.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an information brochure prepared by Ralph Andersen & Associates. The brochure will be reviewed by the City in draft format, revised as appropriate, and published for use throughout the search.

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the Search Consultant and includes specific outreach and recruiting activities briefly described below.

Outreach

An accelerated outreach and advertising campaign will be developed. It will include the placement of ads in publications such as Western City, International City/County Management Association (ICMA), and other professional publications. Specific Internet sites related to government will be used as a method of extending the specific outreach in a short period of time.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Search Consultant will target those individuals who meet the criteria set by the City. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

Task 4 – Candidate Evaluation

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience, and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Research and Internet Review

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the

most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews via Video Technology

The Search Consultant will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video technology.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately four (4) to six (6) individuals. Those individuals will be reviewed with the City Council and/or Human Resources Manager prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, all documentation will be supplied to the City electronically. No hard copies will be supplied to the City for any phase of this search engagement. Mr. Wilson will prepare detailed information for review including resumes uploaded to a file sharing system (i.e., OneDrive or ShareFile). Mr. Wilson will conduct a video conference call or in-person meeting with the City Council and/or Human Resources Manager, or other designated representative to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed via video by the City; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes and cover letters. The results of preliminary media research will be included. This video meeting will result in a confirmed group of top candidates for the City to further consider.

Important to note, we do not conduct references on finalist candidates. We typically do so on only the selected top candidate. Periodically, we may recommend conducting references on the top two candidates to assist the governing body in the final selection and is done in the final stages of the search process. Verifications such as credit check, DMV Report, and civil/criminal are typically conducted once a contingent offer is made to the selected candidate unless the finalist candidate(s) give explicit approval and sign a release to proceed. Verifications are not conducted on all finalists other than the more standard education check before interviewing with the City.

The results of the Search Report will be a confirmed group of finalist candidates that the City will interview.

Task 6 – Selection

The final selection process will vary depending upon the desires of the City. The typical services provided by Ralph Andersen & Associates in the selection process are described briefly below:

- Mr. Wilson will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the City.
- Ralph Andersen & Associates will prepare an electronic interview booklet (uploaded to a file sharing program such as OneDrive or ShareFile) that includes the resume, cover letter, and preliminary media research for each candidate. In addition, this electronic information will contain suggested questions and areas for discussion based upon the recruitment criteria. Electronic copies of the interview booklet will be provided in advance of the candidate

interviews. No hard copies of material will be provided. Should the City desire hard copies, that will be the responsibility of the City to produce and distribute.

- Mr. Wilson will facilitate the Interviews to assist the City through the selection process. This assistance will include an initial orientation, candidate introductions, and facilitation of discussion of candidates after all interviews have been completed.
- Additionally, verifications will be made on the top two candidates and will include education verifications, Department of Motor Vehicle check, and credit check. Due to legislation, criminal checks (“Ban the Box”) are only permissible when a contingent offer of employment is made. The results of these verifications will be discussed with the City at the appropriate time.
- Reference checks will be conducted on the top candidate. The results of these reference checks will be discussed with the City at the appropriate time during a closed session.
- As needed, the Search Consultant is available to provide assistance to the City in the final selection as may be desired. This assistance may include providing or obtaining any additional information desired to assist in making the final selection decision.

Task 7 – Negotiation

The Project Director is available to assist the City in negotiating a compensation package with the selected candidate. This includes recommendations on setting compensation levels.

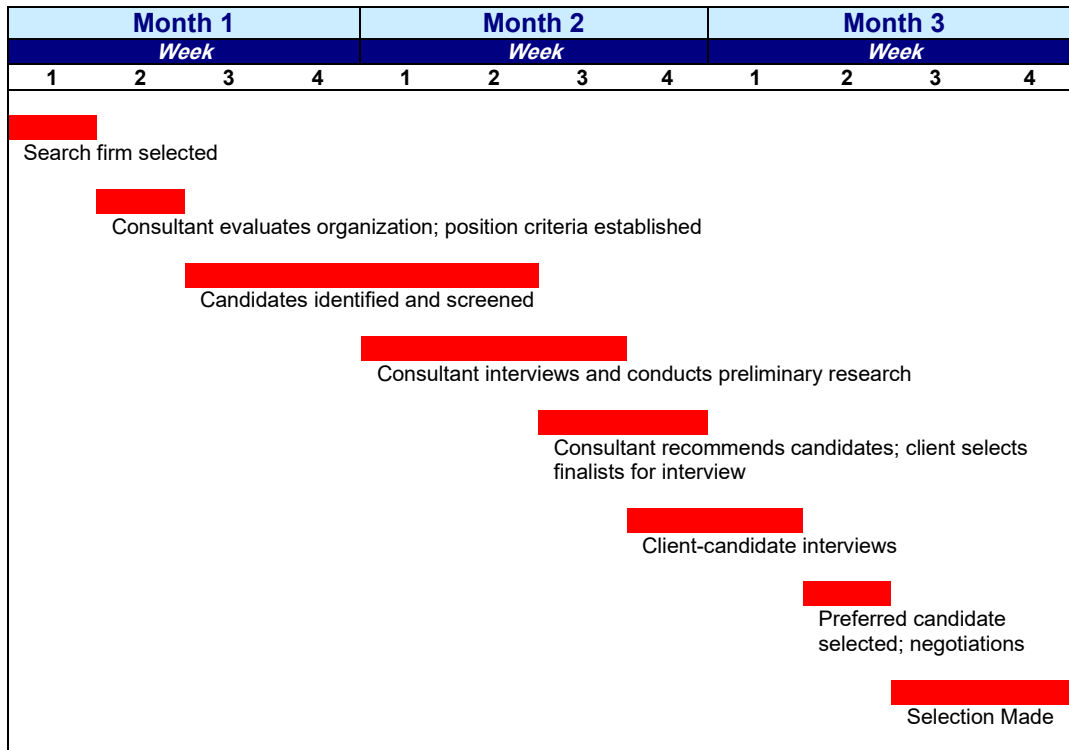
Task 8 – Close Out

After the City has reached agreement with the individual selected for the position, the Search Consultant will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

Project Timing

We anticipate a timeframe of approximately 90 - 120 days (or less) from the execution of the agreement between the City and Ralph Andersen & Associates to when the finalists are presented for an interview. Negotiation with the top candidate will take an additional week after finalist interviews.

A brief overview of the recruitment schedule is presented below (schedule does not include transition time by Selected Candidate to join the City).



Project Cost

The recruitment effort for a new City Manager for the City of Boulder City will be a comprehensive search process with a focus in Nevada and the Western Region. The review of resumes and qualifications will be conducted on all candidates that submit giving the City the ability to select from a broad field of qualified candidates. The professional services fee to perform this search will be a **fixed fee of \$28,000*** for recruitment services and all related expenses.

***Note** – Expenses included in this fixed fee include such items as advertising, consultant interaction, clerical, graphic design, research, and long-distance telephone charges. On top candidates, Internet and Lexis/Nexis searches will be conducted. Additionally, education verifications, DMV check, wants and warrants, civil and criminal litigation search, and credit check will be conducted on the top two candidates. Reference checks will be conducted on the top candidate. Should the City desire to conduct reference calls on more than one candidate, a background fee of \$1,800 per candidate will be billed in addition to the above stated fees.

Invoicing for Services – Ralph Andersen & Associates will bill the fixed fee to the City in four installments as follows:

- Following kick-off and finalization of recruitment brochure - \$8,250
- After the closing date - \$8,250
- After finalist interviews - \$8,250
- Upon placement - \$3,250

Progress payments will be due upon receipt.

Brochure – A full color electronic brochure will be developed for the City Manager recruitment. All pictures will be the responsibility of the City. The City will also be responsible for ensuring that there are no copyright restrictions on the photographs supplied to Ralph Andersen & Associates and that the City will agree to pay any and all related charges or fines if a copyright violation is incurred either during the search itself or subsequently.

Exception – Any candidate travel is the full responsibility of the City.

Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our full search services. If within a one-year period after appointment, the City Manager resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. The City of Boulder City would be expected to pay for the reimbursement of all incurred expenses.

If a placement is not made in the first outreach effort, the Consultant will conduct a second outreach effort with no charge for Professional Services. The City would be expected to pay for all incurred expenses.



Should you need any additional information, please feel free to call Mr. Wilson at (916) 630-4900 or directly on his cell at (714) 421-3258 or via email at fred@ralphandersen.com..

Respectfully Submitted,

A handwritten signature in cursive script that reads "Ralph Andersen & Associates".

Ralph Andersen & Associates