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# Executive Search Services

Prepared for:

The City of Boulder City

Submitted by:

Emergent Method

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## Background

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The City of Boulder City (Boulder City) has requested this proposal from Emergent Method, a nationally recognized management consulting firm, to facilitate an executive search to identify a new City Manager. As head of the administrative branch of city government, appointed by and with direct report to the Mayor and the City Council, the City Manager plays an integral role in ensuring Boulder City Council policies are implemented with fidelity and that the general administration of city operations run efficiently and effectively on a daily basis.

This search process requires a deep understanding of the municipal landscape in Nevada and across the U.S., comprehensive knowledge of the local, regional, and national job markets, and extensive expertise in conducting searches and talent recruitment, as well as an understanding of the unique and distinctive characteristics of Boulder City. Our team is equipped with the knowledge, networks, and intimate understanding of the variables required to identify the ideal candidate to help lead the City of Boulder City into its next chapter of success.

## Relevant Experience

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The Emergent Method executive search team has a successful history of recruiting and assessing candidates to ensure they possess the requisite technical skills and, equally important, cultural alignment with the organization.

For this effort, our team will leverage a wealth of experience in identifying and placing top talent in key positions in local and state government roles as well as nonprofit and for-profit organizations and entities. Some of the recent and relevant clients for which our team has provided executive search and talent recruitment services include:

- City of Baton Rouge/East Baton Rouge Consolidated Government
- The Committee of 100 for Economic Development, Inc.
- Community Foundation of Southwest Louisiana
- Community Foundation of Acadiana
- LAICU (Louisiana Association of Independent Colleges and Universities)
- Louisiana Coastal Protection and Restoration Authority
- The Office of the Lieutenant Governor of Louisiana

The Emergent Method's Executive Search team has an extensive network of and strong relationships with municipal and economic development contacts across the U.S., having worked with leaders at

the helm of local, regional, and statewide agencies from Nevada and Kansas to Michigan and Virginia. We intend to draw on these connections to cast a wide net and identify and recruit qualified city managers and those in similar municipal roles throughout the country who may be interested in this position as a long-term career opportunity.

We have extensive experience in Nevada that we intend to leverage throughout this executive search process, including:

- Las Vegas Global Economic Alliance Strategic Planning
  - 2016 Target Industry Validation Study
  - 2017 Workforce Blueprint
  - 2019 Workforce Blueprint
  - 2022 Workforce Blueprint
- City of Henderson Target Industry Analysis
- City of Reno Target Industry Prioritization and Opportunity Identification

We are also highly familiar with the City of Boulder City and are currently working on the development of its five-year strategic plan, a process that has given us unique insight into the community and the City's organizational structure.

Simply put, our team and experience are ideally aligned with the goals and needs of this search process. We understand there are various perspectives to consider when building an ideal City Manager candidate profile, such as relevant experience, a strong skillset, and a clear organizational fit. Our methodology is designed to aggressively build awareness of this job opportunity, efficiently analyze the expected applicant pool, and arrive at the most qualified group of candidates for the role. To accomplish this, we propose the following steps, outlined below.

## Project Team

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Our proposed project manager for this executive search process, [Rachel Carroccio](#), has nearly two decades of experience in a variety of senior-level human resource and talent management capacities. Much of her experience has been focused on talent acquisition, candidate placement, and onboarding for organizations that operate with a local, regional, national, and international footprint. Rachel has led executive search efforts for numerous Louisiana-based organizations and has recruited talent to fill more than 100 positions in various states. Prior to joining Emergent Method, she led human resource and talent development functions for leading private companies. She also led business development activities for Louisiana Economic Development, where she served as LED's subject

matter expert on emerging growth industries and assisted in the growth and success of target industry sectors.

**Robyn Stiles, Ph.D.**, will serve as a subject matter expert and advisor throughout this search process. Robyn is a managing director at Emergent Method whose efforts focus on leadership development, strategic planning, and qualitative and quantitative research for the firm's clients. She has led leadership and talent development services for clients, including those with large and highly complex organizational models, in the public, private, and nonprofit sectors, and is a certified Hogan Assessment leadership coach. She is also highly experienced in both economic development and strategic planning in both the private and public sectors, including work with the City of Boulder City and multiple municipalities throughout Nevada and the United States. Robyn has built a statewide and national network in the process that will serve as a key input to this search process.

## Methodology

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*Note that while these steps are listed sequentially, many will occur in parallel.*

### Step 1: Project Kickoff & Target Candidate Profile

We will collaborate with City of Boulder City leadership to facilitate a project kickoff meeting, review our project plan with key search milestones and dates, and schedule a communication cadence to ensure ongoing and efficient coordination throughout the project.

To support this effort, we recommend the creation of a dedicated search committee, including representation from city leadership and potentially select representatives from the community who will help direct the search.

We will work with the search committee and city leadership to understand the needs and expectations of an ideal candidate by reviewing the existing job description and conducting and analyzing conversations with key stakeholders. The information gathered will be used to develop a target candidate profile, refine the job description to ensure full alignment with city leadership expectations, and inform recruitment strategies regarding how we target certain skills, experiences, or geographies. We will also work with city leadership to establish a salary range for the target candidate based on market comparisons and industry data. The target candidate profile will include primary job duties and responsibilities, required and preferred educational and work experience and qualifications, and key success criteria. We will work with the search committee and city leadership to present and obtain approval on our project plan and timeline, the target candidate profile, and a final job description.

**Deliverable:** *Project plan, final job description, and related materials*

## Step 2: Candidate Recruitment

Upon receiving approval for the final job description, we will advertise for the position and begin sourcing candidates with the goal of attracting a robust and extremely diverse candidate pool. This may include posting in and sourcing candidates from top national job-seeking forums (e.g., LinkedIn) and public forums similar in scope or mission.

Further, we will research similar municipalities nationwide to solicit applications from individuals working in local government, including passive candidates who are not actively looking for a job. Additionally, we will work with the search committee to develop a social media advertising and marketing framework for this search as appropriate, which may include but is not limited to targeting key demographics, defining geographical areas where interested and qualified candidates may live and work, and higher education institutions with relevant degree programs and alumni networks.

We will submit a request for and receive pre-approval for any paid listings or direct advertising for recruitment to be reimbursed at cost. We anticipate these hard costs to range from \$1,000-\$2,500.

## Step 3: Application Evaluation

We will review all candidate applications to determine if applicants meet baseline work qualifications and education credential requirements. Highly qualified applicants who meet such requirements may be invited to answer questions by phone to better understand their interest in the role as a long-term position, as well as their experience and expectations. This approach will help maintain the interest of qualified candidates and the overall search momentum while removing unqualified applicants from further consideration.

## Step 4: Phone Interviews

All applicants with qualified resumes will be vetted via formal phone interviews and questioned around preliminary topics including, but not limited to, compensation requirements, timeline to hire, and willingness to relocate to Boulder City on a long-term basis. We will leverage an interview template to ensure questions are standardized and candidates are treated equitably.

This step will run concurrently with Steps 2 and 3 to minimize the search timeline. Information learned from these phone interviews, combined with stated work experience and education, will lead to the development of a priority candidate list to be used as the basis for further screening. We will share our progress with the search committee and city leadership and request ongoing guidance and input as necessary.

## Step 5: Virtual Interviews & Candidate Screening

We will identify and invite five to seven priority candidates to participate in virtual interviews via Zoom. A standard interview script and candidate scorecard will be provided to ensure consistency in the information gathered through these interviews. These interviews will either be conducted by Emergent Method directly and recorded so that the search committee and city leadership can view them later or if preferred, conducted by the search committee and/or city leadership directly.

In addition to these interviews, we will conduct in-depth due diligence into each applicant, such as a comprehensive background check, educational and employment verifications, and professional reference checks. We will also conduct thorough examinations of local media markets in which the candidates may be featured or recognized and personal social media profiles to understand core values and cultural alignment for Boulder City.

**Deliverable:** *Interview script, recorded applicant interviews, and candidate scorecard*

## Step 6: In-person Interviews

Based on the results of these virtual interviews and our related research findings, we will work with the search committee to identify approximately three candidates to participate in on-site visits and in-person interviews. We will ask the candidates to complete various exercises as appropriate, which could include a written statement/essay exercise, preparation of an introductory presentation, and completion of a 360 assessment along with a Hogan Personality Inventory. The results of these assessments will be compiled into individual profile analyses and utilized to better understand each candidate's fit with the previously established target profile.

**Deliverable:** *Hogan personality profile, 360 assessment, and profile analysis for each candidate*

## Step 7: Job Offer

Upon completing the in-person interviews, we will work with the search committee and city leadership to prepare and present an employment offer to the selected candidate, as well as any related employment contracts.

**Deliverable:** *Employment offer*

## Timeline & Investment

We anticipate this search process, including all the steps outlined above, to last approximately three to four months from the time of kickoff. City leadership will be informed of any changes to this timeline as they become known.

The investment associated with this search process, including all consulting time, is \$35,000. All hard costs, such as paid advertisements, personality assessments, travel expenses, such as mileage and lodging for in-person meetings or briefings, and candidate travel expenses, such as airfare and hotel accommodations, will be pre-approved and submitted at a cost to Boulder City for reimbursement.

We will submit invoices in three installments: the first due upon contract execution, the second following the completion of the application period, and the third due upon the final candidate's acceptance of the position. Should the initial candidate to whom the position is offered decline, we will remain engaged to support city leadership in making an offer to an alternative candidate or further reviewing additional candidates from the pool developed during the search process.

STEP	ACTIVITY	JULY	AUG	SEPT	OCT	NOV
1	PROJECT KICKOFF	■				
2	CANDIDATE RECRUITMENT	■				
3	APPLICATION EVALUATION	■				
4	PHONE INTERVIEWS	■				
5	VIRTUAL INTERVIEWS & CANDIDATE SCREENING		■			
6	IN-PERSON INTERVIEWS				■	
7	JOB OFFER					■

## Conditions

This proposal is valid for 30 days from the proposal date located on the cover page. The project timeline outlined in this proposal may be subject to change based on project developments. Any proposed changes to the timeline, methodology, or other aspects of this proposal will be communicated in a reasonable timeframe. Payments are due within 30 days of invoice receipt.



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