



5800 Stanford Ranch Road
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916.630.4900

Attachment 4

May 11, 2015

Ms. Teri Silva
Director of Human Resources
City of Sunnyvale
505 W. Olive Avenue, Suite 200
Sunnyvale, California 94088-3707

Via Email: tsilva@sunnyvale.ca.gov

Dear Ms. Silva:

Ralph Andersen & Associates is pleased to submit our proposal to provide executive search services to the City of Sunnyvale for the recruitment of the position of Assistant City Manager. In addition, the City is interested in receiving quotes for additional executive recruitments for Department Head level positions that may be conducted within the next six months. We look forward to working with the City on this important assignment.

The executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 43 years. With the reputation of Ralph Andersen & Associates you will have the opportunity to consider candidates located throughout the State of California as well as from across the United States.

We are proud of how we market and represent our clients; all of the design, graphics, and printing of our marketing material is done in-house so we can control the quality and production timing. Sample recruitment brochures for the cities of Santa Rosa (Deputy City Manager) and Santa Barbara (Assistant City Administrator). Additionally, the brochure created for your position of Director of Human Resources is also included showing the overall look and style of the brochure that has previously been developed for the City of Sunnyvale. To see additional samples of our recruitment brochures, please visit the Career Opportunities page of our website at www.ralphandersen.com.

Should you need any clarification, please feel free to contact me. Thank you very much for your consideration of this proposal. We are ready to proceed upon notification of approval.

Respectfully Submitted,

Heather Renschler
President/CEO



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Statement of Experience

History of the Firm

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 43 years. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

With Ralph Andersen & Associates, there is an entire team behind every recruitment. Our firm takes a multi-disciplined, team approach to executive search. Successful outreach 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. By drawing on the combined expertise of our search team, we address outreach from a wide variety of perspectives and find unique ways to identify and contact the best and brightest.

As a multi-disciplined, full-service local government consulting organization, we are dedicated to helping our clients improve operating efficiency and organizational effectiveness.

Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: management consulting, human resources consulting, and executive search.

- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation assessment, specialized financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.

- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by proven methods, extensive data collection, accurate analysis, and effective communication and messaging.
- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you actually get an entire team's worth of support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service including police chief and fire chief. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.

Our Professional Competency in Local Government

Ralph Andersen & Associates has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 43 years. As a national search firm, our client list includes a wide range of municipalities including some of the largest and fastest growing cities in the country. Our firm has significant recruiting and consulting experience in California. As a highly qualified and experienced executive search firm, Ralph Andersen & Associates brings an extensive network of contacts in the area of local government that will prove invaluable in quickly identifying a pool of outstanding candidates for the City of Sunnyvale.

With Ralph Andersen & Associates, there is an entire team behind every recruitment. Our firm takes a multi-disciplined, team approach to executive search. Successful outreach 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. By drawing on the combined expertise of our associates and our network of professional contacts, we address outreach from a wide variety of perspectives and find unique ways to identify and recruit the best and brightest.

Knowledge of Sunnyvale and Relative Searches

Since 1972, Ralph Andersen & Associates has conducted recruitments and consulting assignments for the City of Sunnyvale. The most recent search was the Director of Human Resources (2010).

Recent Assistant City Manager Searches

Ralph Andersen & Associates has been providing executive search services to public sector clients for more than 43 years. Ralph Andersen & Associates has conducted the following recent assistant city manager recruitments in the last five years (2010 to Present):

- Huntington Beach, CA
 - Assistant City Manager (2013)
- Morgan Hill, CA
 - Assistant City Manager for Community Development (2010)
- Santa Barbara, CA
 - Assistant City Administrator (Current Search)
- Santa Rosa, CA
 - Deputy City Manager (Recently Completed Search)

Additionally, over the years, we have conducted the following searches for the City of Sunnyvale. Below is a listing of the recruitments and consulting assignments conducted for the City throughout the years. Following this, are the various consulting assignments done by the firm.

Recruitments

- Accounting Officer (1980)
- City Manager (1979)
- Director of Finance (1983)
- Director of Human Resources (Limited Scope) (2009)
- Director of Public Safety (1983)
- Fleet Manager (1982)
- Personnel Director (1984)
- Senior Assistant City Attorney (1985)
- Superintendent of Golf and Tennis (1988)
- Superintendent of Parks (1988)
- Superintendent of Trees and Landscaping (1988)

Consulting Assignments

- Annual PSOA Survey (2012)

- City Manager Survey (2013)
- Communications Officer's Association (COA) Survey – Dispatcher (2012)
- Communications Officer's Association (COA) Survey – Dispatcher (2013)
- Communications Officer's Association (COA) Survey – Dispatcher (2014)
- Compensation Survey (2010)
- O&M Review - Public Safety Records and Property Section (1986)
- Organizational Analysis of Public Works Department (2010)
- Personnel Analysis (1980)
- Police Officer Association Survey (2011)
- PSOA 2013 Survey (2013)
- Technical Assistance – Compensation (2011)
- Technical Assistance - Compensation Matters (2012)
- Technical Assistance Compensation (2013)

Professional Background of Assigned Personnel

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. 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 of Sunnyvale will have Ms. Heather Renschler as the Project Director and lead on this assignment.**

Ms. Heather Renschler

Ms. Renschler is the President/CEO of Ralph Andersen & Associates. Ms. Renschler has been with Ralph Andersen & Associates for more than 30 years. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for the last 18 years and as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working in the field of city management and a wide range of other executive-level positions in the public sector. She is well versed in working with elected officials including city councils, county commissioners, and special districts in the recruitment and selection process. Her network of contacts and potential candidates is extensive and on a national scale. Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and public accounting. Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism. After working as a consultant to the public sector, Ms. Renschler later obtained a Bachelor's degree in Public Administration from the University of San Francisco.



Paraprofessional and Support Staff

Paraprofessional and Support Staff based in the Sacramento Office provide administrative support to the Search Team on recruitment assignments. These staff may include: Ms. Brianna Ham, Mr. Jeff McMurdo, Ms. Diana Haussmann, Ms. Teresa Heple, Ms. Hannah Jones, Ms. Hillari Bynum, and Mr. Garrett Seuell.

Methodology

Our Understanding of the Assignment

The City has requested a proposal to assist in the identification and recruitment of a highly qualified group of candidates for the position of Assistant City Manager. In particular, the City is seeking a firm with the professional experience to clearly assess the City's needs and formulate a strategy to *deliver quality results*.

At Ralph Andersen & Associates, we believe that gaining a complete understanding of our client's specific objectives and priorities is essential prior to launching any search assignment. This process includes the identification and incorporation of a variety of important details such as the candidate's desired skills and experience as well as the critical "soft skills" related to temperament, personality, management philosophy, and other factors that will ultimately determine the candidate's "fit" with the organization.

We therefore begin each search by working closely with your leadership, stakeholders, staff, and when appropriate, your community to ensure a complete picture of the desired candidate pool is developed. Our team-oriented approach matched with this 360 degree perspective means we ensure that a complete understanding of the organization's mission and culture translates into those specific traits and characteristics necessary to ensure the selected candidate is successful in the position.

We understand that the City expects aggressive, personalized outreach to identify a diverse and highly qualified applicant pool and a selection process that includes comprehensive candidate reports based on thorough reference and background checks. We will begin with fully detailed profiles of the desired candidate's characteristics and build a recruitment strategy that is tailored to meet the City's specific needs. The resulting outreach and advertising campaign will incorporate the extensive use of personal outreach to recruit a diverse and highly qualified group of candidates.

Our Approach to the Recruitment Process

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. Our approach includes:

- Extensive *personal outreach*, in-person and via telephone, to qualified candidates within California, the Western Region, and across the Nation.
- A *marketing strategy* that uses selected advertising to supplement the extensive candidate identification process using the Internet and using the firm's vast network of professional contacts.
- A *screening process that narrows the field of candidates* to those who most closely match the needs of the City and is based on *preliminary reviews and telephone interviews* with the top candidates.

- *Delivering a product in the form of a search report that recommends the top group* of candidates and provides the City with detailed information about their backgrounds and experiences.
- Assistance during the final interview and the selection process that will be held in closed session.
- Being available as needed to assist with the negotiation and development of an employment agreement during the final stages of the process.

Search Work Plan

We approach every search with a sense of excitement and urgency and we always “hit the ground running.” That means that when the City gives us notice to proceed, we kickoff the process immediately – working closely with the City’s Designated Representative, and others as requested, to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries.

The Search Team on this engagement will be led by Ms. Renschler, President/CEO of Ralph Andersen & Associates.

Task 1 – Review Project Management Approach

Ms. Renschler will meet with the City’s Designated Representative and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

Task 2 – Develop Position Profile

The position profile for the Assistant City Manager is the guide for the entire search process. ***Please refer to the attached samples submitted with this Proposal.*** The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

Ms. Renschler, as the Project Director, will meet with the City’s Designated Representative, directors, senior managers, and others as appropriate to gain an understanding of the experience and professional background requirements desired in the Assistant City Manager. These meetings will also help the Project Director gain an understanding of the work environment and the issues facing the City of Sunnyvale.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the Assistant City Manager. The criteria should reflect the goals and priorities of the City’s Designated Representative. The Project Director will meet with key staff in the City, and others as appropriate, to facilitate the identification and articulation of that criteria.

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 the Project Director. 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 Project Director 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 the Western City Magazine (online only), International City/County Management Association (ICMA), Jobs Available, and other professional publications. Targeted outreach to the Municipal Management Association of Northern California (MMANC) and Municipal Management Association of Southern California (MMASC). 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' home page, 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 ongoing basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director 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 Skype

Ms. Renschler will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary 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 Skype or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five (5) to ten (10) individuals. Those individuals will be reviewed with the City prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, Ms. Renschler, the Project Director will meet with the City's Designated Representative, or others as appropriate, 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 in-person 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. The results of preliminary interviews will be reviewed with the City.

The results of the Search Report will be a confirmed group of finalist candidates (typically 4 to 5) that the City will interview in-person.

Task 6 – Selection

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

- Ms. Renschler, the Project Director, 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 interview booklet that includes the resumes and cover letters. In addition, the booklet will contain suggested questions and areas for discussion based upon the recruitment criteria. Copies of the interview booklet will be provided in advance of the candidate interviews.
- Ms. Renschler, the Project Director will attend 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.

- Verifications will be made on the top candidates and will include education verifications, Department of Motor Vehicle check, wants and warrants, civil and criminal litigation search, and credit check. The results of these verifications will be discussed with the City at the appropriate time.
- Reference checks will be conducted on the top two (2) candidates. The results of these reference checks will be discussed with the City at the appropriate time.
- As needed, the Project Director 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 may include recommendations on setting compensation levels.

Task 8 – Close Out

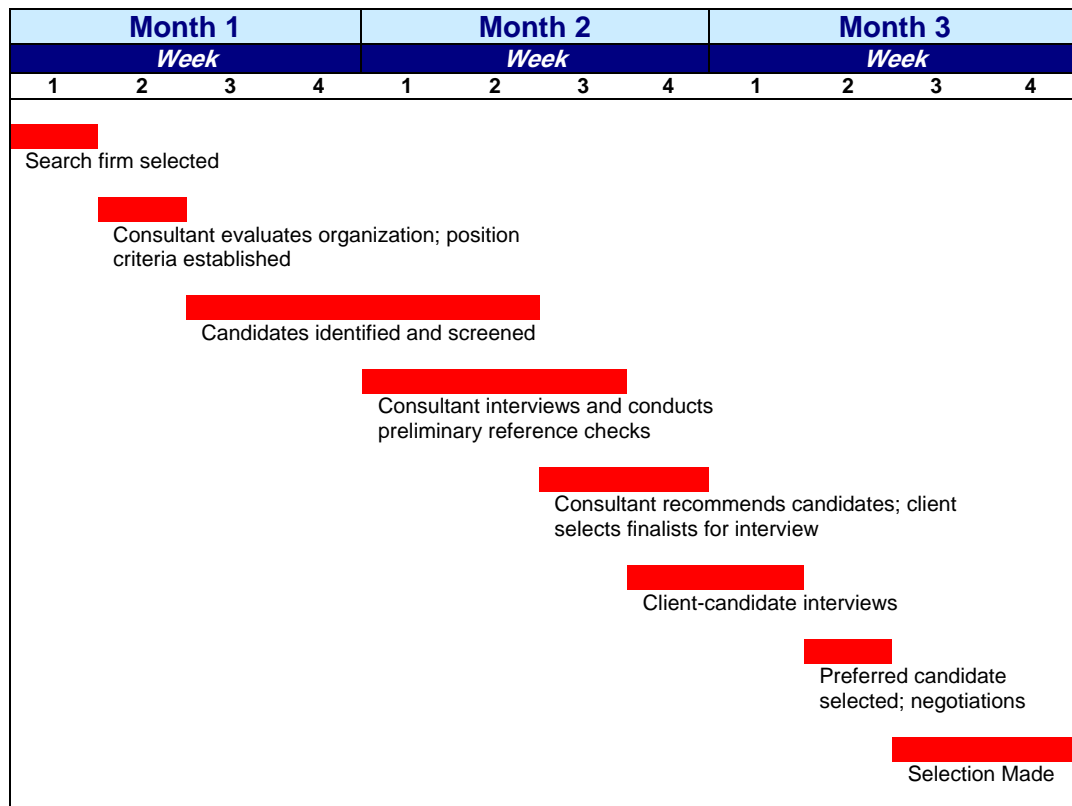
After the City has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

Proposed Timeline

Ralph Andersen & Associates will complete the search within 75 to 90 days (or less) from the execution of the agreement to the presentation of candidates. Negotiation with the top candidate will take an additional week or two after finalist interviews.

We are prepared to begin this search upon verbal notification to proceed.

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



Pricing Proposal

The search effort for a new Assistant City Manager will be focused primarily in California. Candidates on a national scale will be selectively targeted if desired by the City. This will not materially affect the pricing structure. **The professional services fee for professional services and expenses to perform this search will be a fixed fee of \$ 24,500*.**

*Expenses include such items as advertising, consultant travel (up to three (3) trips to the City), clerical, graphics, research, printing and binding, postage and delivery, verifications and Internet and Lexis/Nexis searches on the top two (2) candidates, and long-distance telephone charges. Additional on-site meetings, if needed, will be billed as a supplemental cost to the contract for professional services and travel expenses incurred. Also, this pricing structure includes up to two (2) full backgrounds on the top candidates starting with the top individual (City's First Choice) and the second individual (City's Second Choice) held in reserve.

The City has requested a breakdown of cost for the outreach services and the interview/selection process as the City reserves the right to only use the services of Ralph Andersen & Associates for outreach efforts.

- Outreach Services \$ 21,500
- Interview/Selection Process \$ 4,000

Brochure – A full color brochure will be developed for the City of Sunnyvale similar to the attached samples. All pictures will be the responsibility of the City.

Invoicing – Ralph Andersen & Associates will bill the City of Sunnyvale in five installments. The first installment of \$4,500 will be due upon authorization to proceed with four invoices of equal value (\$5,000 each) on the full search. On only outreach services, three invoices will be sent (\$7,500 + \$7,000 + \$7,000)

Exceptions – The City will be responsible for all candidate expenses related to on-site interviews and consultant travel for in-person screening interviews (if desired) for selected finalist candidates.

Should the City choose to conduct additional Department Head level searches in the next six months, each recruitment would be the fixed fee of \$24,000.

Ralph Andersen & Associates' Guarantee

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

Should the City choose to use Ralph Andersen & Associates for only the outreach services, our guarantee will not apply.