



October 20, 2020

Mayor Dan Gelber
and Members of the City Commission
City of Miami Beach
1700 Convention Center Drive
Miami Beach, Florida 33139

Via Email: kristybada@miamibeachfl.gov

RE: Recruitment for City Manager

Dear Mayor Gelber and Members of the City Commission:

Ralph Andersen & Associates is pleased to submit our proposal to provide executive search services for the position of City Manager for the City of Miami Beach. We would look forward to the opportunity to conduct this search and assist the City in this search endeavor.

During these extraordinary times, the firm has leveraged technological solutions to the maximum extent possible to keep our search processes moving forward and, at the same time, adhere to mandates related to COVID-19. If selected to conduct this search engagement, kick-off activities, client review meetings, as well as all candidate interviews will be enabled using Zoom video technology to address a quick start on any search engagements. No on-site visits or meetings will be conducted during the pandemic.

If our firm is selected, Mr. Robert Burg, Executive Vice President of Ralph Andersen & Associates, will undertake this search and be the lead recruiter on this engagement. Mr. Burg is located in the Sarasota, Florida area and focuses on representing the Eastern 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. To see samples of our recruitment brochures, as well as the way in which we market our clients digitally, please visit the Career Opportunities page of our website at www.ralphandersen.com.

About the Firm

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries on a national scale since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

Ralph Andersen & Associates is a California corporation and is not a subsidiary, nor does it have any subsidiaries. Contact information for the corporate office is 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; telephone: (916) 630-4900; fax: (916) 630-4911; website: www.ralphandersen.com; email: info@ralphandersen.com. Ralph Andersen & Associates has more than 48 years of experience conducting executive recruitments for a variety of public sector agencies. The firm currently has 17 employees.

Ms. Heather Renschler, President/CEO, and Mr. Robert Burg, Executive Vice President, are both stockholders in the firm and, as such, are able to bind the firm. Ms. Renschler and Mr. Burg can be reached at (916) 630-4900.

Ralph Andersen & Associates serves a nationwide clientele through its corporate office in the area of Sacramento (Rocklin), California. Through its network of professionals associated with the firm, Ralph Andersen & Associates also provides services to municipal clients throughout the United States.

Our staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior executives all have personal, hands-on executive experience in the operation of public agencies and private businesses.

S e r v i n g P u b l i c S e c t o r C l i e n t s S i n c e 1 9 7 2

5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765 Phone: 916/630-4900 Fax: 916/630-4911 Website: www.ralphandersen.com

Range of Services Offered

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

- **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 get our team's collective 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. 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.
- **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 assessments, 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.

Primary Contact

Mr. Robert Burg, Executive Vice President of Ralph Andersen & Associates, will be the Project Director and primary contact for this RFLI. Mr. Burg can be reached at (916) 630-4900, on his cell at (805) 264-2663, or via email at robert@ralphanderen.com.

Project Staffing

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 public entity 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 Miami Beach will have Mr. Robert Burg as the Project Director on this search engagement.** Mr. Burg will have all the resources and full support of our firm fully dedicated to ensuring the highest quality outcome during this important recruitment process.



Mr. Robert Burg, Executive Vice President

Mr. Burg is the Executive Vice President of Ralph Andersen & Associates and is based in the Sarasota, Florida area. As a senior executive, his area of concentration is on executive search and management consulting. His client base, as a retained consultant and high-level advisor, is focused on all facets of government, non-profit, and private enterprise. Mr. Burg has a total of 41 years of experience in the area of government. Mr. Burg has successfully completed some of the most challenging, complex recruitments in the United States. Mr. Burg has extensive leadership and consulting experience in both the public and private sectors. He has held senior administrative positions in organizations ranging in size from less than 100 employees to over 1,000. Mr. Burg has a Bachelor of Arts degree in Economics and a

Master of Business Administration with a specialty in Healthcare both from the University of Miami, Coral Gables, Florida. He has taught business management courses and lectured at several prestigious organizations.

Paraprofessional and Support Staff

Other paraprofessional, graphics, and support staff will provide administrative support to the Search 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.



Experience

Previous Similar Experience

Ralph Andersen & Associates has recently conducted the following city manager related searches in the last five years (2015 to Present):

City Manager/County Manager Recruitments:

- Allen, TX – City Manager (2019)
- Apple Valley, CA – Town Manager (2018)
- Auburn, CA – City Manager (2017)
- Belvedere, CA – City Manager (2017)
- Beverly Hills, CA – City Manager (2015)
- Bishop, CA – City Administrator (2018 & 2020)
- Brownsville, TX – City Manager (2018)

- Buellton, CA – City Manager (2019)
- Calabasas, CA – City Manager (2018 & Current Search)
- Carmel-by-the-Sea, CA – City Administrator (Backgrounds) (2016)
- Charlotte, NC – City Manager (2016)
- Colma, CA – City Manager (2017)
- Corona, CA – City Manager (2019)
- Costa Mesa, CA – City Manager (2019)
- Cupertino, CA – City Manager (2019)
- Delray Beach, FL – City Manager (2019)
- El Dorado County, CA – Chief Administrative Officer (2016)
- Encinitas, CA – City Manager (2020)
- Fountain Valley, CA – City Manager (2017)
- Green Valley Recreation, Inc. – Chief Executive Officer (Current Search)
- Henderson, NV – City Manager (2015)
- Irvine, CA – City Manager (2018)
- La Palma, CA – City Manager (2020)
- La Quinta, CA – City Manager (2019)
- Laguna Niguel, CA – City Manager (2017)
- Lake Forest, CA – City Manager (2017)
- Lathrop, CA – City Manager (2012)
- Lawrence, KS – City Manager (2016 & 2019)
- Loomis, CA – Town Manager (2017)
- Los Banos, CA – City Manager (2016)
- McKinney, TX – City Manager (2016)
- Mill Valley, CA – City Manager (2020)
- Mono County, CA – County Administrative Officer (2015)
- Monterey, CA – City Manager (2018)
- Moorpark, CA – City Manager (2018)
- Morro Bay, CA – City Manager (2017)
- Norfolk, VA – City Manager (2017)
- Ocean Reef Community Association, FL – President (2019)
- Oakland, CA – City Administrator (2020)
- Pacific Grove, CA – City Manager (2016)
- Palm Desert, CA – City Manager (2016)
- Pomona, CA – City Manager (2019)

- Powell, OH – City Manager (2020)
- Redlands, CA – City Manager (2019)
- Reno, NV – City Manager (2017)
- Rialto, CA – City Administrator (2019)
- Riverside, CA – City Manager (2015)
- Sacramento, CA – City Manager (2017)
- San Bruno, CA – City Manager (2018)
- San Juan Capistrano, CA – City Manager (2015)
- Sanger, CA – City Manager (2015)
- Santa Barbara, CA – City Administrator (2015)
- Savannah, GA – City Manager (Current Search)
- Solana Beach, CA – City Manager (2015)
- South Padre Island, TX – City Manager (2017 & 2019)
- Sugar Land, TX – City Manager (2019)
- Suisun City, CA – City Manager (2019)
- Sun City West, AZ – General Manager (2019)
- The Woodlands Township, TX – President and General Manager (2020)
- Tiburon, CA – Town Manager (2015)
- Union County, NC – County Manager (2018)
- Upper Arlington, OH – City Manager (2019)
- Washoe County, NV – County Manager (2019)
- Watsonville, CA – City Manager (2015)
- Waxhaw, NC – Town Manager (2015 & 2017)
- Westlake Village, CA – City Manager (2019)

Florida City Manager and Chief Executive Officer Recruitments:

- Broward County, FL
 - Director of Greater Fort Lauderdale Convention & Visitors Bureau (2016)
- Delray Beach, FL – City Manager (2019)
- Ocean Reef Community Association, FL – President (2019)

Other Chief Executive Officer or Comparable Recruitments:

- Alameda County, CA
 - Executive Director, East Bay Economic Development Alliance (2019)
- Antelope Valley East Kern Water Agency (AVEK)
 - General Manager (2016)
- Association of Regional Center Agencies, CA
 - Executive Director (2017)

- Austin Travis County Sobriety Center Local Government Corporation, TX
 - Executive Director (2017)
- Berkeley Housing Authority, CA
 - Executive Director (2016)
- Big Bear Area Regional Wastewater Agency, CA
 - General Manager (2017)
- Big Bear City Community Services District, CA
 - General Manager (2017)
- Bremerton Housing Authority, WA
 - Executive Director (Current Search)
- California Mid-State Fair
 - Chief Executive Officer (2016)
- California Municipal Utilities Association
 - Executive Director (2016)
- California WaterFix Project (Delta Conveyance and Construction Authority), CA
 - Executive Director (2019)
- Child Support Directors Association of California
 - Executive Director (2016)
- Contra Costa Mosquito & Vector Control District, CA
 - General Manager (2017)
- DERWA, CA
 - Authority Manager (2019)
- Dublin San Ramon Services District
 - General Manager (2016)
- El Dorado Hills Fire Department, CA
 - Fire Chief (2018)
- Elsinore Valley Municipal Water District
 - General Manager (2019)
- Fort Worth Housing Solutions, TX
 - President (2017)
- Georgetown Divide Public Utility District
 - General Manager (2017 & Current Search on Hold until after Election)
- Green Valley Recreation, Inc.
 - Chief Executive Officer (Current Search)
- Housing Authority of the County of Santa Clara, CA
 - Executive Director (2016)

- McKinney Economic Development Corporation, TX
 - President (2018)
- Nevada County Fair, CA
 - Chief Executive Officer (2015)
- Northwest Mosquito and Vector Control District, CA
 - District Manager (2020)
- Orange County Fire Authority, CA
 - Fire Chief (2018)
- Orange County Mosquito and Vector Control District, CA
 - District Manager (2015)
- Pasadena Area Community College District, CA
 - Superintendent/President (2015)
- Phoenix Sky Harbor International Airport, AZ
 - Aviation Director (2015)
- Placer County Air Pollution Control District, CA
 - Director (2015)
- Placer County Transportation Planning Agency, CA
 - Executive Director (2018)
- Redwood Coast Regional Center (RCRC), CA
 - Executive Director (Current Search)
- Renton Regional Fire Authority, WA
 - Fire Chief (Current Search)
- Sacramento Metropolitan Air Quality Management District, CA
 - Executive Director/Air Pollution Control Officer (2017)
- San Antonio Housing Authority, TX
 - President and Chief Executive Officer (2016)
- San Francisco International Airport
 - Airport Director (2016)
- San Mateo County Mosquito and Vector Control District, CA
 - District Manager (2015)
- Santa Monica Community College District (Santa Monica College)
 - Superintendent/President (2015)
- Sausalito-Marín City Sanitary District, CA
 - General Manager (2015)
- Schools Insurance Group, CA
 - Executive Director (2017)

- Sewerage and Water Board of New Orleans, LA
 - Executive Director (2018)
- Silicon Valley Regional Interoperability Authority, CA
 - Executive Director (2015)
- Stanislaus Regional 911
 - Executive Director (2016)
- Sunnyslope County Water District, CA
 - General Manager (2019)
- Superstition Fire & Medical District, AZ
 - Fire Chief (Current Search)
- Tahoe-Truckee Sanitation Agency
 - General Manager (2015)
- Valley Sanitary District, CA
 - General Manager (2019)
- Ventura Regional Sanitation District
 - General Manager (2016)
- Western Fairs Association
 - Executive Director (2017)
- Westside Water Authority, CA
 - Executive Director/General Manager (2020)
- Wildlife Heritage Foundation
 - Executive Director (2016)
- Zone 7 Water Agency, CA
 - General Manager (2018)

References

At Ralph Andersen & Associates, we feel strongly that our past client relationships will attest to the professionalism of our services. We would be pleased to provide references upon the City's request once Ralph Andersen & Associates is determined to be either the selected vendor or short-listed.

Proposed 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 Commission 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.

Given the uncertainty regarding in-person meetings due to the COVID-19 pandemic, meetings will be conducted via videoconference if travel or in-person gatherings are not advised.

Task 1 – Review Project Management Approach

The Project Director, Mr. Burg, 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 video meetings (done via the Zoom Video Technologies application) with the City Commission 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 Commission and key City staff, this task will result in a more definitive timetable.

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. Burg will conduct video meetings with the City Commission and other appropriate individuals as may be necessary, to gain an understanding of the experience and professional background requirements desired in the City Manager. These discussions, all done via video conferencing, will also help the Project Director gain an understanding of the work environment and the opportunities and challenges facing the City.

Job Description

Ralph Andersen & Associates will review the current City Manager job description and make suggested edits. These edits will be reviewed by the Commission before finalization.

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. Mr. Burg will meet via videoconference with key staff in the City and others, as appropriate, to facilitate the identification and articulation of that criteria.

Optional Services – The City Commission may desire obtaining input from the community on the qualities they would like to see in the new City Manager. To facilitate community input, the search team is available to conduct an on-line survey instrument. Additionally, our process can allow for email comments to Ralph Andersen & Associates relative to the desired qualities in the next City Manager. See the Project Cost section for more details on pricing.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an electronic recruitment brochure prepared by the search consultant. The electronic recruitment 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 outreach and advertising campaign will be developed. This will include the placement of ads in publications specifically targeted to the position of City Manager, including the National League of Cities, International City/County Management Association (ICMA), Florida City/County Management Association, Florida League of Cities, and other professional associations. Other 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 established. Each of the candidates identified through the recruiting efforts will be sent an electronic recruitment 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

Mr. Burg will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research 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 done using video technology. 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 six (6) individuals. Those individuals will be reviewed with the City prior to proceeding with the individual (video) interviews conducted for finalist candidates.

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. Burg will prepare detailed information for review including resumes uploaded to a file sharing system (i.e., DropBox or ShareFile). Mr. Burg will facilitate a review meeting (using Zoom) with the City Commission or other designated representative to discuss the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates recommended to be interviewed via video; and 2) a backup group to the first group. The search report will include candidate resumes. The results of the preliminary research and interviews will be provided in writing to the City. 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 but rather on the selected top candidate. Periodically, we may recommend conducting references on the top two candidates.

The results of the Search Report will be a confirmed group of finalist candidates (typically 4 to 5) that the City Commission will interview using video technology.

Task 6 – Selection

The final selection process and the timing of the final selection 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.

Burg will coordinate the selection process for the finalist group of candidates. This includes handling the logistical matters with candidates and with the City.

Mr. Burg will coordinate the video selection process for the finalist group of candidates. All finalist interviews will be done via video using Zoom. 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 DropBox or ShareFile) that includes the resumes and candidate report (with interview comments, preliminary research, and other relevant information about the candidates). 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. Burg will facilitate the Zoom Video Interviews to assist the City through the selection process. Important to note, all parties will be using this video technology. This includes all candidates, panel members, and the City. 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, 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 candidate. Former co-workers and supervisors will be identified and contacted. The results of these reference checks will be discussed with the City at the appropriate time.

As needed, Mr. Burg 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. Mr. Burg's participation will be done using video technology or telephonically.

Task 7 – Negotiation

Mr. Burg is available to assist the City in negotiating a compensation package with the selected candidate. This may include recommendations on setting compensation levels.

Additionally, working with the City's legal counsel, Ralph Andersen & Associates will assist in the preparation of a draft employment agreement and work with the City Commission on the finalization of this document.

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. Candidates that were not interviewed will also be updated electronically.

Schedule

We anticipate an extended time frame for this entire recruitment process due to the uncommon circumstances of the COVID-19 Pandemic. Importantly, there is the ability to begin this process effectively with the use of video technology and file sharing methods that supports a very strategic approach. Candidate outreach may certainly be elongated during the upcoming weeks/months of dealing with this situation, but rest assured that the guidance and support offered by the firm, under Mr. Burg's direction, will better position the City going forward.

An extended application process is recommended during the upcoming weeks/months. Instead of a 30 to 45-day period, we may suggest 60 days with the ability to close sooner if sufficient candidates apply.

The firm of Ralph Andersen & Associates is functioning in a full state of virtualization and able to contribute and address key steps of this engagement.

Price Proposal

The recruitment effort for a new City Manager will be national in scope with a focus in Virginia and the Eastern 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 \$48,500*** for recruitment services and all related expenses.

***Note** – Expenses included in this fixed fee include such items as advertising, consultant interaction (anticipated to be done 100% through videoconferencing), 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 references calls on more than one candidate, a background fee of \$1,800 per candidate will be billed in addition to the above stated fees.

As previously stated, Ralph Andersen & Associates is leveraging cloud-based applications to operate in a total virtual environment. All meetings and interviews will be conducted by video (Zoom Technologies), all work products provided to the client will be electronically transmitted (properly organized and tabbed) using either DropBox or ShareFile.

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

- Following kick-off and finalization of recruitment brochure – \$14,550
- After the closing date – \$14,550
- After finalist interviews – \$14,550
- Upon placement – \$4,850

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.

Optional Services (Organizational and Community Survey) – Should the City choose to conduct an Organizational and Community Survey with summarized results, this would be conducted for an additional \$3,500.

Exception – Based on the recommendation for all video interviews (at least during the COVID-19 Pandemic), any candidate travel is the full responsibility of the City.

Ralph Andersen & Associates' Guarantee

Ralph Andersen & Associates offers the industry-standard guarantee on our 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 would be expected to pay for the reimbursement of all incurred expenses.

Should the initial outreach efforts not result in a successful placement, Ralph Andersen & Associates will continue the outreach efforts until the ideal candidate is found. The City will be responsible for expenses based on actual receipts.



We look forward to your favorable consideration and the opportunity to, once again, work with the City of Miami Beach on this critical search effort. Mr. Burg can be reached at (916) 630-4900 or more directly on his cell phone (805) 264-2663.

Respectfully Submitted,

Ralph Andersen & Associates
Ralph Andersen & Associates